Workplace gazette

An Industrial Relations Quarterly

Fall
2001

Vol. 4, No. 3

- Productivity and Competitiveness
- How to Evaluate and Assess Human Resource Management Effectiveness
- Patterns of Innovation in Unions in Canada

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Workplace Gazette

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165 Hôtel de Ville
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1-800-567-6866 or (819) 997-3117

Web site: http://labour.hrdc-drhc.gc.ca
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AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes the second quarter data for 2001 on wage adjustments in major collective agreements, both current and historical by public and private sectors, by region, by jurisdiction and by major industry. Also included, is a listing of major settlements reached in the second quarter of 2001; an overview of major changes to the in-house collective agreement analysis data base; information on work stoppages for the second and first quarters of 2001, as well as recent data on union membership in Canada from the annual survey of labour organizations conducted by the Workplace Information Directorate.

Innovative practices in the workplace resulting from collective bargaining are summarized. Labour and business perspectives on Canada's skills challenges are described, based on results from a major survey undertaken by the Canadian Labour and Business Centre.

An article by a seasoned industrial relations practitioner, Gary Johncox, focuses on suggestions for improving productivity as a means of improving the standard of living, including the exchange rate. A professor at the University of Montreal, School of Industrial Relations, describes how to evaluate and assess human resource management effectiveness in the workplace. Highlights from the 2000-2001 survey of innovation and change in labour organizations in Canada are presented.

Information on upcoming conferences include topics such as violence in the workplace and the XII Inter-American Conference of Ministers of Labour. Fire prevention strategies are featured.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. This issue also includes a comparative table of maternity, parental and adoption leave in various jurisdictions. Yesterday and Today describes performance-based pay concepts and issues.

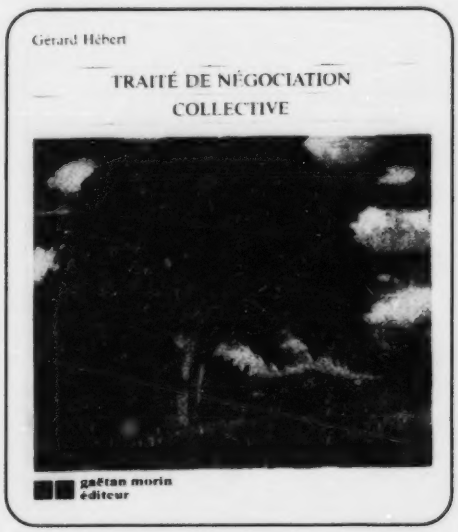
The departmental library is featuring a selected annotated bibliography on patterns of work. This is the first in a series of themes that will be developed over the next year.

Finally, it is with regret that we announce the death of a pioneer and major contibutor to the field of Industrial Relations. Gérard Hébert will be sadly missed by his friends and colleagues.

IN MEMORIAM – GÉRARD HÉBERT (1921-2001)

The Industrial Relations Community was greatly saddened to learn of the death of Gérard Hébert in Montréal on the 16th of August 2001. Professor Hébert retired from the School of Industrial Relations, University of Montreal, where he taught collective bargaining and industrial relations for more than 25 years.

Author of many articles and books, he will be particularly remembered for his Traité de négociation collective ([TRANSLATION] Treatise on Collective Bargaining), certainly the major work on collective bargaining in the industrial relations literature.



Professor Hébert was also one of the founder members of the Canadian Industrial Relations Association (CIRA) and he greatly contributed to the life of the Association throughout his career. He was CIRA president in 1980-81, co-edited the CIRA state of the discipline project (published in 1988) and was awarded the Gérard Dion Award in 1995 for his outstanding contribution to the field of industrial relations in Canada.

Our heartfelt condolences go to his wife and partner,
Frances Woods,
also a frequent participant in CIRA activities.
Her sense of loss will be shared by all.

Messages of sympathy can reach her at:
C/O École de relations industrielles
Université de Montréal
P.O. Box 6128, Station Centre-Ville
Montréal, Qc, H3C 3J7
Fax : (514) 343-5764

by: Gilles Trudeau, Université de Montréal
Gregor Murray, Université Laval

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MAJOR WAGE SETTLEMENTS – SECOND QUARTER 2001*

Summary

- Base-rate wage increases for the **second quarter of the year 2001** averaged **2.9 per cent**
- Wage adjustments in second-quarter **public-sector** settlements averaged **2.8 per cent**. In the **private sector**, wage adjustments averaged **2.9 per cent**
- Alberta recorded the largest private sector wage gains at 5.2 per cent. Newfoundland recorded the largest public sector wage gains at 5.0 per cent
- By industry, the largest average wage adjustments were in **entertainment and hospitality sector** at **4.2 per cent**

Chart A

Major Wage Settlements
Average Annual Percentage Increase in Base Rates

Source: Workplace Information Directorate

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Major collective bargaining settlements reached in the **second quarter of the year 2001** provided base-rate wage increases averaging **2.9 per cent** annually over the contract-term, down from the 3.5 per cent figure in the first quarter of 2001 but higher than the 2.5 per cent figure for the year 2000.

The results for the second quarter 2001 are based on a review of 136 settlements covering 278,660 employees. When the parties to these settlements previously negotiated, the resulting wage adjustments averaged 1.9 per cent, a smaller gain than in their current settlements.

Distribution by Size of Wage Adjustments

There has been a gradual rise in the size of overall wage adjustments since 1994. However second quarter wage gains (at 2.9 per cent) moderated somewhat from the 3.5 per cent increase in the previous quarter. This average wage adjustment for the second quarter of the year 2001 also remains below the most recent annual peak of 5.6 per cent in 1990. In 1994, nearly two-thirds of all employees were subject to wage freezes or cuts; last year, that proportion had dropped to 0.8 per cent of all employees;1.0 per cent of all employees in four settlements reached in the second quarter of this year were subject to a wage freeze. There were no wage cuts.

In the second quarter 2001, only 6.3 per cent of all employees received increases of 0.1 to 1.9 per cent. Half of all employees (50.6 per cent) received increases in the 2.0 to 2.9 per cent range. A significant concentration of employees (27.2 per cent) received wage increases in the 3.0 to 3.9 per cent range. Approximately 15 per cent of employees received increases of 4.0 per cent and over.

Public and Private Sectors

Wage adjustments for 191,600 employees in 78 second-quarter **public-sector** settlements averaged **2.8 per cent**. In the **private sector**, 58 settlements provided wage adjustments averaging **2.9 per cent** for 87,060 employees. Since 1993, average wage adjustments in the private sector had generally been above those in the public sector, although the gap had been narrowing since late 1997. Last year public sector increases had overtaken those in the private sector, but the gap between the two sectors has narrowed again in recent months.

Alberta private-sector agreements, with increases averaging 5.2 per cent in the second quarter, led average private-sector wage adjustments. These results were influenced by the Alberta construction sector agreements. Public sector results were led by three Newfoundland public sector agreements

Distribution of Agreements and Employees by Size of Wage Adjustments, Second Quarter 2001

Adjustment Range	Agreements		Employees	
	Number	Percentage	Number	Percentage
0% (No Increase)	4	2.9	2,670	1.0
Over 0.0% to 0.9%	1	0.7	2,700	1.0
1.0% to 1.9%	14	10.3	14,870	5.3
2.0% to 2.9%	55	40.4	141,100	50.6
3.0% to 3.9%	43	31.6	75,800	27.2
4.0% to 4.9%	12	8.8	25,370	9.1
5.0% to 5.9%	7	5.1	16,150	5.8
ALL LEVELS	136	100.0	278,660	100.0

Source: Workplace Information Directorate

averaging 5.0 per cent, including the 5.0 per cent settlement between the Government of Newfoundland and 6,770 hospital support employees. The Health Employers Association of British Columbia also settled two major agreements with 61,000 public service health-sector employees for wage increases averaging 2.0 and 2.1 per cent.

The largest concentration of public and private sector agreements was in Ontario, with 43 public sector contracts providing 71,200 employees with wage gains averaging 3.2 per cent; in the Ontario private sector, 29 contracts provided 49,110 employees with wage gains averaging 2.8 per cent.

Wage Adjustments by Region/Jurisdiction

On a provincial basis, the largest average wage increase was in **Newfoundland** at 5.0 per cent; however on a regional basis, the **Atlantic Provinces** were second overall, with wage increases averaging 3.8 per cent.

On a regional basis, second quarter 2001 wage settlements were largest in the **Prairie Provinces**, with wage adjustments averaging 3.9 per cent; **Alberta** was the most active in this region (11 of 18 agreements) and recorded wage gains of 4.5 per cent. The larger wage increases were due in large part to the province's construction settlements.

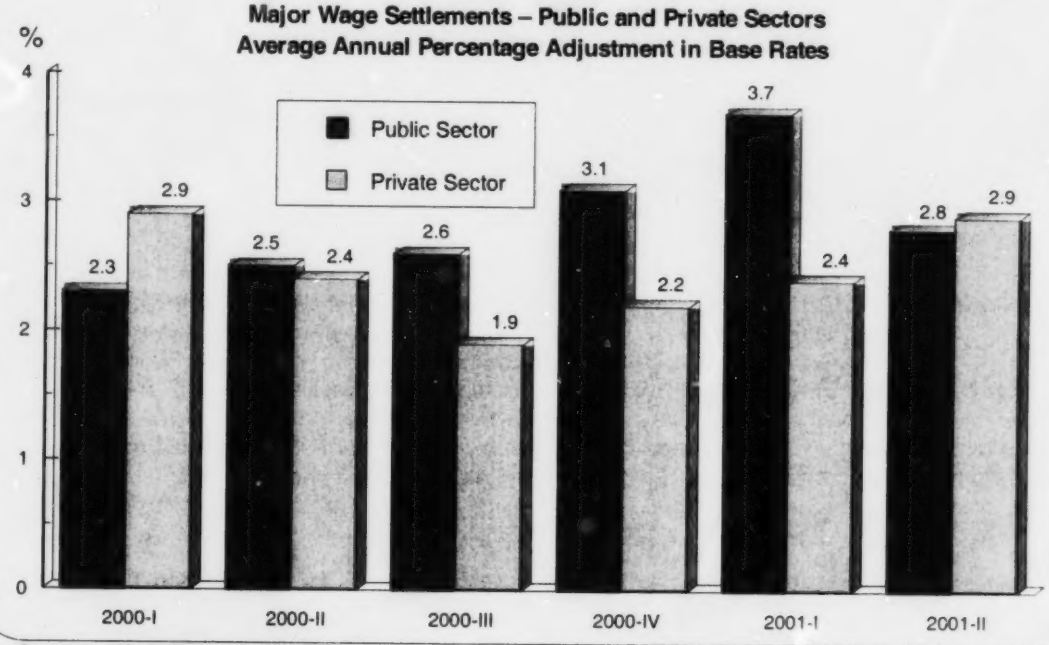
In the **Federal jurisdiction**, wage increases averaged 3.2 per cent; there were seven public sector settlements averaging 3.3 per cent and five private sector settlements with wage gains averaging 2.8 per cent (including two CP Rail settlements with wage increases in the 2.8 to 3.0 per cent range).

Ontario had the largest concentration of employees covered under second quarter settlements. There were 72 agreements providing 120,310 employees with wage increases averaging 3.0 per cent.

In the remaining jurisdictions wage increases in descending order of magnitude were: **Multiprovince** agreements at 2.7 per cent; **Quebec** at 2.4 per cent and **British Columbia** at 2.1 per cent.

Chart B

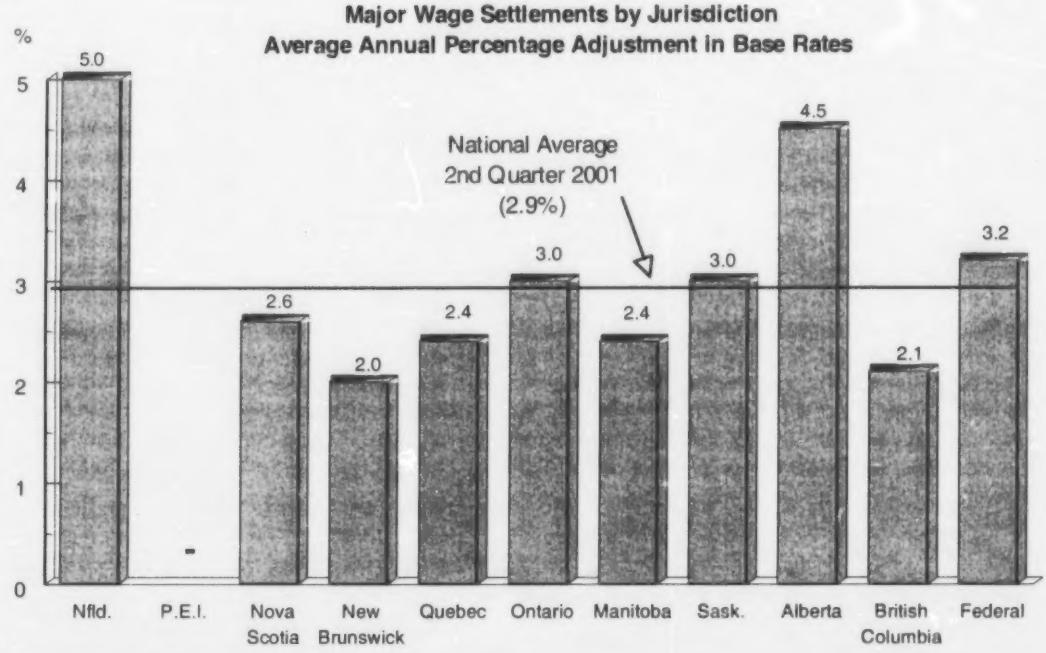
Major Wage Settlements – Public and Private Sectors
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Chart C

Major Wage Settlements by Jurisdiction
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Adjustments by Industry

On an industry basis, the largest concentration of employees (50.8 per cent), and the largest number of settlements (53 of a total of 136), were in the **education, health and social services** sector, with 141,490 workers obtaining average wage gains of **2.7 per cent**. Wage increases in this sector ranged from a wage freeze for 990 teachers with the Windsor-Essex District School Board in Ontario, to 5.0 per cent for 6,770 hospital support employees in three agreements with the Newfoundland Government.

The largest industry average was in the **entertainment and hospitality** sector but it was derived from only two agreements (including the Windsor Casino at 4.6 per cent) providing 5,000 employees with wage gains averaging 4.3 per cent.

The **construction** sector was very active this quarter. There were more construction agreements (26 contracts) settled in the second quarter of 2001 than for all of the year 2000 (eight contracts). These 26 agreements provided 51,870 employees with wage increases averaging **3.2 per cent**. Wage increases ranged from 1.1 per cent for 600 employees with the Pipe Line Construction Association to 5.6 per cent for 5,800 employees with the Alberta Construction Labour Relations Association.

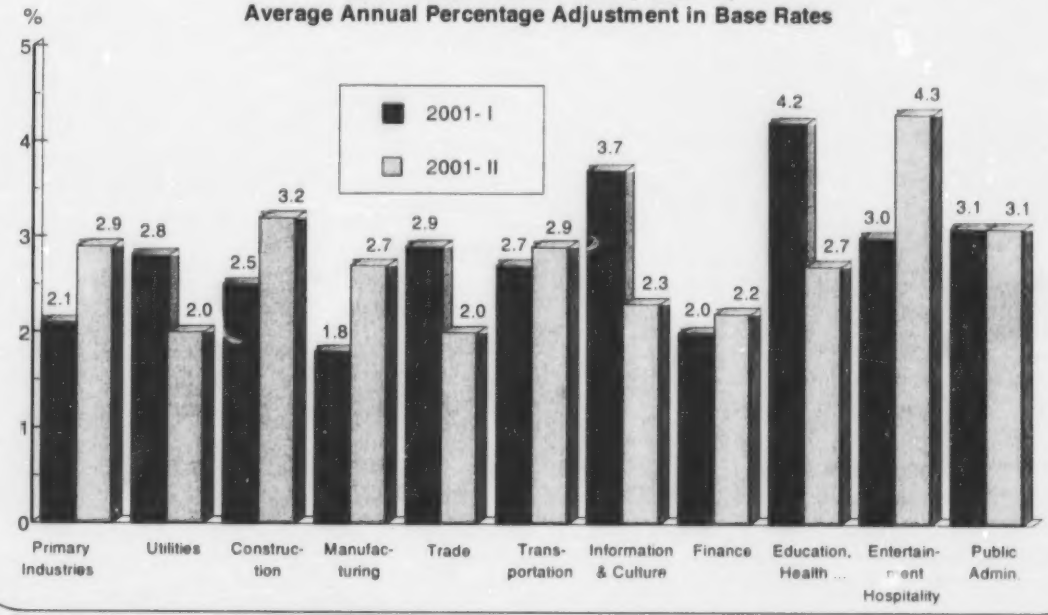
In **manufacturing**, 18 agreements provided 15,360 employees with wage increases averaging **2.7 per cent**. Wage increases ranged from a wage freeze for 550 plant employees with Consumers Glass Inc. in Brampton, Ontario, to a high of 4.5 per cent for 500 employees at Lear Corporation Canada Ltd., also in Ontario.

In **public administration**, 15 settlements provided 33,880 employees with increases averaging **3.1 per cent**. They ranged from 1.8 per cent for 1,760 correctional officers with the Government of Quebec, to 4.4 per cent for 8,800 computer systems administrators (CS group), with the Government of Canada.

For all remaining industry divisions wage increases in ascending order of magnitude were: the **utilities** and the **trade** sectors at 2.0 per cent; the **finance** sector at 2.2 per cent; the **information and culture** sector at 2.3; and the **transportation** sector at 2.9 per cent.

Chart D

Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

The full 2001 Calendar of Major Collective Agreement Expiries and Reopeners is now available on the Workplace Information Directorate Web site at:

http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

MAJOR SETTLEMENTS REACHED IN THE SECOND QUARTER 2001

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary Industries (2 agreements)	**3,190**	**2.9**	**2.6**	**42.7**	
Compagnie minière Québec Cartier, hourly-rated employees, Lac-Jeannine, Que.	1,790	1.8*	1.1	48	2005-02-28
Suncor Energy Inc., Oil Sands, mine employees, Fort McMurray, Alta.	1,400	4.2	4.5	36	2004-04-30
Utilities(3 agreements)	**3,700**	**2.0**	**1.6**	**34.2**	
Enbridge Inc., office and technicians employees, province-wide, Ont.	560	0.0	0.0	24	2003-03-31
Hydro-Québec, scientific and other professionals, province-wide, Que.	2,400	2.2	1.5	36	2001-12-31
SaskEnergy Inc., office and clerical employees, province-wide, Sask.	740	3.0	3.3	36	2004-01-31
Construction (26 agreements)	**51,870**	**3.2**	**3.4**	**34.8**	
Alberta Construction Labour Relations Association, carpenters, province-wide, Alta.	4,500	5.6	6.3	24	2003-04-30
Alberta Construction Labour Relations Association iron workers, province-wide, Alta.	800	5.6	6.3	24	2003-04-30
Alberta Construction Labour Relations Association, sheet metal workers, province-wide, Alta.	500	5.6	6.2	24	2003-04-30
Alberta Roadbuilders & Heavy Construction Association, operating engineers, province-wide, Alta.	550	3.7	4.0	24	2003-02-28
Architectural Glass and Metal Contractors Association, glaziers, province-wide, Ont.	600	2.5	2.4	36	2004-04-30
Construction Labour Relations Association of Manitoba, carpenters, province-wide, Man.	850	1.9	2.3	36	2004-04-30
Construction Labour Relations Association of Manitoba, labourers, province-wide, Man.	500	2.1	2.2	36	2004-04/30
Construction Labour Relations Association of Manitoba, plumbers and pipefitters, province-wide, Man.	1,000	2.1	1.7	36	2004-04-30
Construction Management Bureau Limited, labourers, Mainland, N.S.	800	3.3	4.4	60	2006-04-30
Independent Plumbing and Heating Contractors' Association, plumbers and pipefitters, Toronto, Ont.	500	4.1	4.6	36	2004-04-30
Labourers Employer Bargaining Agency, labourers, province-wide, Ont.	8,000	3.1	3.0	36	2004-04-30
Master Insulators' Association of Ontario Inc., insulation workers, province-wide, Ont.	1,200	2.5	2.5	36	2004-04-30
Mechanical Contractors Association of Ontario, plumbers and pipefitters, province-wide, Ont.	8,000	3.0	3.4	36	2004-04-30
Metropolitan Plumbing and Heating Contractors Association, plumbers and pipefitters, Toronto, Ont.	700	2.9	2.7	36	2004-04-30
Ontario Concrete & Drain Contractors' Association, labourers, Toronto, Ont.	670	4.0	4.8	36	2004-04-30
Ontario Erectors Association Incorporated, iron workers, province-wide, Ont.	4,000	2.6	2.7	36	2004-04-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Construction (continued)					
Ontario Formwork Association, heavy equipment operators, province-wide, Ont.	600	3.7	3.8	36	2004-04-30
Ontario Industrial Roofing Contractors' Association, roofers, province-wide, Ont.	1,300	3.0	2.9	36	2004-04-30
Ontario Sheet Metal and Air Handling Group, sheet metal workers, province-wide, Ont.	5,000	2.4	2.6	36	2004-04-30
Pipe Line Contractors Association of Canada, labourers, Canada-wide	2,000	2.7	3.1	36	2003-04-30
Pipe Line Contractors Association of Canada, operating engineers, Canada-wide	2,000	2.9	3.5	36	2003-04-30
Pipe Line Contractors Association of Canada, truck drivers, Canada-wide	600	1.1	0.6	24	2003-04-30
Residential Low Rise Forming Contractors' Association of Metropolitan Toronto, labourers, Toronto, Ont.	960	3.7	3.8	36	2004-04-30
Rodworker Employer Bargaining Agency, rodmen, province-wide, Ont.	1,500	2.7	2.8	36	2004-04-30
Terrazzo, Tile and Marble Guild of Ontario Inc., masonry workers, province-wide, Ont.	4,200	2.8	2.9	36	2004-04-30
Toronto-Residential Air Handling Group, sheet metal workers, Toronto, Ont.	540	3.0	3.6	36	2004-04-30
Manufacturing (18 agreements)	**15,360**	**2.7**	**2.8**	**38.1**	
A.G. Simpson Co. Limited, plant and maintenance employees, Cambridge, Ont.	1,200	2.5*	1.7	36	2004-07-28
AMF Industries inc., (Division of GEC Alsthom), general tradesmen (non-construction), Montréal, Que.	640	3.0	3.0	36	2003-11-17
Bayer Inc., plant and maintenance employees, Sarnia, Ont.	860	3.2	3.5	36	2004-01-31
Camco Inc., production, Hamilton, Ont.	950	2.2*	2.7	36	2004-04-22
Camco inc., production, Montréal, Que.	830	3.0*	2.9	36	2004-03-04
Canadian Fishing Company, fish processing employees, Coast, B.C.	1,700	1.5	1.5	48	2005-04-15
Cleyn & Tinker inc., plant and maintenance employees, Huntingdon, Que.	500	2.8*	3.1	48	2004-05-02
Collins & Aikman Plastics Ltd., production, Toronto, Ont.	500	1.9*	3.2	36	2004-04-30
Consumers Glass, plant and maintenance employees, Brampton, Ont.	550	0.0*	0.0	36	2004-03-01
Dominion Castings Limited, plant and maintenance employees, Hamilton, Ont.	830	2.1	4.9	36	2004-04-29
GDX Automotive, Division of GenCorp Canada Inc., plant and maintenance employees, Welland, Ont.	1,100	3.6*	3.1	36	2004-05-31
H.J. Heinz Co. of Canada Ltd., plant and maintenance employees, Learnington, Ont.	630	3.3*	3.5	36	2004-04-30
IPL Inc., production, St-Damien-de-Buckland, Que.	500	2.4	2.4	48	2004-12-31
Lear Corporation Canada Ltd., plant and maintenance employees, Ajax, Ont.	500	4.5*	4.3	36	2004-04-30
Motor Coach Industries Limited, production, Winnipeg, Man.	1,200	3.5	3.9	36	2003-09-30
Noranda inc. - Affinerie CCR, production, Montréal-est, Que.	600	4.0*	4.1	36	2004-05-30
Trenton Works Ltd., production, Trenton, N.S.	1,320	3.0*	3.0	36	2003-10-31
Uniroyal Goodrich Tire Manufacturing, production, Kitchener, Ont.	950	2.7*	2.0	36	2004-05-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Wholesale and Retail Trade (2 agreements)	**1,760**	**2.0**	**2.1**	**30.9**	
Société des alcools du Québec, warehouse employees, province-wide, Que.	750	2.5	2.5	24	2002-12-31
Valumart and Independent Grocers, retail employees, province-wide, Ont.	1,010	1.6	1.8	36	2004-01-31
Transportation (8 agreements)	**13,610**	**2.9**	**3.1**	**35**	
British Columbia Transit (Victoria), bus drivers, Victoria, B.C.	500	2.6	2.5	36	2004-03-31
Canada Post Corporation, postal supervisors, Canada-wide	3,100	2.9*	2.5	48	2005-03-31
Canadian Lake Carriers Association, unlicensed personnel, Great Lakes Region	660	2.0*	3.0	60	2006-05-31
Canadian Pacific Railway, shopcraft employees, system-wide	2,900	2.8	3.2	36	2003-12-31
Canadian Pacific Railway, shopcraft employees, system-wide	2,900	3.0	3.0	12	2004-12-31
City of Calgary, bus drivers, Calgary, Alta.	1,960	3.1	3.0	39	2003-03-31
GO Transit, bus drivers, Toronto and Region, Ont.	780	3.6	6.9	33	2003-07-27
Loomis Courier Service, division of Mayne Nickless Transport Inc., truck drivers, province-wide, B.C.	790	2.3	2.2	36	2003-12-31
Information and Culture (2 agreements)	**1,180**	**2.3**	**2.6**	**39.1**	
Calgary Public Library Board, librarians, Calgary, Alta.	500	3.1	3.4	27	2003-03-31
Canadian Broadcasting Corporation, administrative services employees, province-wide, Que.	680	1.7	2.0	48	2003-09-24
Finance, Real Estate and Management Services (5 agreements)	**7,620**	**2.2**	**2.7**	**45.6**	
Association des entrepreneurs de services d'édifices Québec inc., service and maintenance employees, Montréal, Que.	4,500	2.4	3.4	57	2005-05-31
Burns International Security Services Limited, security guards, province-wide, Ont.	1,100	2.0	1.4	36	2004-05-31
National Research Council of Canada technical employees, Canada-wide	900	2.3	2.0	24	2002-02-13
Pacific Blue Cross, B.C. Life & Casualty Company, office and clerical employees, Vancouver, B.C.	570	0.0	0.0	18	2002-07-31
Securicor Cash Services, truck drivers, province-wide, Ont.	550	3.1	4.0	36	2004-05-01
Education, Health and Social Services (53 agreements)	**41,490**	**2.7**	**2.7**	**28**	
Board of School Trustees District No. 39, building maintenance employees, Vancouver, B.C.	960	1.8	1.5	36	2003-12-31
Capital Care Group, health service-non-professionals, Edmonton, Alta.	510	3.6	4.0	27	2003-06-30
Capital District Health Authority, office and clerical employees, province-wide, N.S.	1,350	2.0	2.0	36	2003-10-31
District School Board of Niagara, elementary teachers, St. Catharines, Ont.	1,900	3.0	3.0	12	2002-08-31
District School Board of Niagara, office and clerical employees, St. Catharines, Ont.	700	3.1	3.1	24	2003-12-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
District School Board of Niagara, secondary teachers, St. Catharines, Ont.	1,020	3.0	3.0	12	2002-08-31
District School Board of Niagara, service and maintenance employees, St. Catharines, Ont.	730	3.0	3.0	24	2003-12-31
Dufferin-Peel Catholic District School Board, elementary teachers, Mississauga, Ont.	2,950	3.0	3.0	24	2003-08-31
Dufferin-Peel Catholic District School Board, occasional teachers, Mississauga, Ont.	720	2.0	2.0	12	2001-12-31
Dufferin-Peel Catholic District School Board, secondary teachers, Mississauga, Ont.	1,600	3.0	3.0	24	2003-08-31
Durham District School Board, elementary teachers, Whitby, Ont.	1,850	5.0	5.0	12	2002-08-31
Durham District School Board, occasional teachers, Whitby, Ont.	530	3.5	2.0	24	2002-12-31
Durham District School Board, secondary teachers, Whitby, Ont.	1,410	3.5	2.0	24	2002-08-31
Durham District School Board, teaching assistants, Whitby, Ont.	650	1.7	2.0	21	2002-03-31
Fort Garry School Division No. 5, elementary and secondary teachers, Fort Garry, Man.	520	1.7	1.5	42	2000-06-30
Government of Newfoundland and Labrador, laboratory technicians, province-wide, Nfld.	830	5.0	5.0	36	2004-03-31
Government of Newfoundland and Labrador, teaching assistants, province-wide, Nfld.	900	5.0	5.0	36	2004-03-31
Government of Newfoundland and Labrador, support employees, province-wide, Nfld.	6,770	5.0	5.0	36	2004-03-31
Government of Quebec, post-secondary, non-university teachers, province-wide, Que.	830	2.4	1.6	48	2002-06-30
Halton District School Board, elementary teachers, Burlington, Ont.	1,700	3.9	3.9	12	2002-08-31
Hamilton-Wentworth District School Board, custodial, Hamilton, Ont.	500	1.3	1.3	24	2003-08-31
Hamilton-Wentworth District School Board, elementary teachers, Hamilton, Ont.	2,100	3.1	3.8	24	2002-08-31
Hamilton-Wentworth District School Board, occasional teachers, Hamilton, Ont.	530	4.3	2.2	24	2002-08-31
Health Employers Association of British Columbia, non-medical employees, province-wide, B.C.	46,000	2.1*	2.3	36	2004-03-31
Health Employers Association of British Columbia, non-medical employees, province-wide, B.C.	15,000	2.0*	2.0	36	2004-03-31
Kawartha Pine Ridge District School Board, elementary teachers, Peterborough, Ont.	1,510	3.4	3.4	12	2001-08-31
Lambton Kent District School Board, elementary teachers, Sarnia, Ont.	1,000	4.7	4.7	12	2001-08-31
Lambton Kent District School Board, secondary teachers, Sarnia, Ont.	660	2.4	2.4	12	2002-08-31
Limestone District School Board, elementary teachers, Kingston, Ont.	760	2.5	2.5	12	2002-08-31
Near North District School Board, elementary teachers, Parry Sound, Ont.	500	2.5	2.5	12	2001-08-31
Northern Alberta Institute of Technology, instructors/tutors/lecturers, Edmonton, Alta.	820	4.7	5.0	36	2004-07-03
Ottawa-Carleton District School Board, elementary teachers, Nepean, Ont.	3,200	4.0	6.1	24	2002-08-31
Peel District School Board, teaching assistants, Mississauga, Ont.	650	3.3	4.9	36	2002-08-31
Peterborough Victoria Northumberland & Clarington Catholic District School Board, support employees, Peterborough, Ont.	520	2.0	2.0	12	2002-08-31
Red River College, instructors/tutors/lecturers, Winnipeg, Man.	950	2.3	2.3	36	2003-06-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Simcoe County District School Board, elementary teachers, Midhurst, Ont.	1,860	3.7	3.7	12	2001-08-31
Simcoe County District School Board, elementary teachers, Midhurst, Ont.	1,850	2.5	2.5	12	2002-08-31
Simcoe County District School Board, occasional teachers, Midhurst, Ont.	720	3.7	3.6	24	2003-08-31
Thames Valley District School Board, elementary teachers, London, Ont.	2,950	4.0	4.0	12	2002-08-31
Thames Valley District School Board, secondary teachers, London, Ont.	1,750	3.7	3.7	12	2002-08-31
Toronto Catholic District School Board, elementary teachers, Toronto, Ont.	3,600	3.0	3.0	12	2002-08-31
Toronto Catholic District School Board, occasional teachers, Toronto, Ont.	800	2.0	1.5	24	2002-08-31
Toronto Catholic District School Board, secondary teachers, Toronto, Ont.	2,000	2.5	3.0	24	2003-08-31
Toronto District School Board, custodial, Toronto, Ont.	2,800	3.5	2.0	20	2002-04-30
Toronto District School Board, instructors, Toronto, Ont.	2,880	3.5	2.0	20	2002-04-30
Toronto District School Board, occasional teachers, Toronto, Ont.	1,200	1.8	1.9	24	2002-08-31
Toronto District School Board, occasional teachers, Toronto, Ont.	2,150	1.8	1.9	24	2002-08-31
Toronto District School Board, office and clerical employees, Toronto, Ont.	7,200	3.5	2.0	20	2002-04-30
Toronto District School Board, tradesmen, Toronto, Ont.	860	2.3	2.5	36	2003-08-31
University College of the Fraser Valley Board, post-secondary non-university teachers, Abbotsford, B.C.	750	2.6	2.0	24	2003-03-31
Upper Canada District School Board No. 26, elementary teachers, Brockville, Ont.	1,300	2.5	2.5	12	2002-08-31
Windsor-Essex Catholic District School Board, elementary teachers, Windsor, Ont.	990	0.0	0.0	12	2001-08-31
York Catholic District School Board, elementary and secondary teachers, Aurora, Ont.	2,700	0.9	1.2	24	2003-08-31
Entertainment and Hospitality (2 agreements)	**5,000**	**4.3**	**6.6**	**36**	
Visiting Homemakers Association, non-medical employees, Toronto, Ont.	600	2.4	2.6	36	2004-03-31
Windsor Casino Limited, casino employees, Windsor, Ont.	4,400	4.6	7.1	36	2004-03-31
Public Administration (15 agreements)	**33,880**	**3.1**	**2.6**	**33.7**	
Alberta Treasury Branches (Div. Treasury Dept.-Gov't of Alberta), administrative services employees, province-wide, Alta.	1,600	3.9	4.0	24	2003-03-31
British Columbia Assessment Authority, office and clerical employees, province-wide, B.C.	590	2.5*	3.0	36	2003-12-31
Canadian Food Inspection Agency, administrative and support employees, Canada-wide	3,500	2.6	3.8	36	2002-12-31
City of Laval, inside employees, Laval, Que.	670	2.3	2.0	36	2002-12-31
City of Lethbridge, inside and outside employees, Lethbridge, Alta.	610	2.2	3.0	32	2002-12-31
City of Thunder Bay, inside and outside employees, Thunder Bay, Ont.	720	2.5	2.5	24	2002-12-31
Government of British Columbia, scientific and other professionals, province-wide, B.C.	1,500	2.4*	2.5	36	2004-03-31
Government of Canada, computer operators, Canada-wide	8,800	4.4	2.5	24	2002-04-30
Government of Canada, social science employees, Canada-wide	7,200	2.9	2.5	36	2003-06-21
Government of Canada, translators, Canada-wide	930	2.5	2.5	36	2003-04-18
Government of New Brunswick, general tradesmen (non-construction), province-wide, N.B.	3,000	2.0	2.0	48	2003-12-15

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (continued)					
Government of Nova Scotia, service and maintenance employees, province-wide, N.S.	1,200	2.2	2.2	36	2002-10-31
Government of Nunavut, office and technicians employees, Iqaluit, Nunavut	1,300	3.0	3.5	36	2003-03-31
Government of Quebec, correctional officers, province-wide, Que.	1,760	1.8	1.5	48	2002-12-31
Société immobilière du Québec, office and clerical employees, Montréal, Que.	500	2.5	2.5	36	2002-12-31
***Agreements with COLA (19 agreements)**	**78,270**	**2.2***	**2.3**	**37**	
***Agreements without COLA (117 agreements)**	**390**	**3.1**	**3.1**	**29.7**	
***All Agreements (136 agreements)**	**78,660**	**2.9**	**2.9**	**31.8**	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

A list of settlements of small bargaining units (less than 500 employees) is available on the Workplace Information Directorate Web site:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng

The Collective Bargaining Bulletin, a monthly publication, contains a list of formal and up-to-date summaries of the major settlements shown above.

Copies of these settlement summaries, available in English and French, can now be obtained by visiting NEGOTECH at < http://206.191.16.138/gol/ >. These summaries are also available from the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117 or E-mail: wid-imt@hrdc-drhc.gc.ca or Web site: http://labour-travail.hrdc-drhc.gc.ca

Table 1
Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1981	290	18.9	577.6	13.1	210	27.3	323.4	12.6	500	21.9	901.0	13.0
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	28.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.4	629.6	0.6	186	35.9	278.4	1.4	401	32.8	908.0	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	182	34.4	274.2	1.8	403	32.1	920.5	1.7
1999	217	35.0	506.4	1.9	158	38.4	314.7	2.7	375	36.3	821.1	2.2
2000	295	33.6	913.4	2.5	100	42.8	160.1	2.3	395	34.9	1,073.6	2.5
2001 *	133	29.6	332.3	3.2	79	35.8	122.5	2.8	212	31.3	454.8	3.1
* Year to Date												
Quarter												
1998 I	45	36.4	97.0	2.1	23	33.6	38.3	2.3	68	35.6	135.3	2.1
II	56	32.0	157.5	1.7	71	27.9	111.1	1.7	127	30.3	268.6	1.7
III	52	33.2	186.5	1.2	54	40.9	85.9	1.8	106	35.6	272.4	1.4
IV	68	25.9	205.3	1.7	34	39.9	38.9	2.0	102	28.1	244.2	1.7
1999 I	78	32.5	192.2	1.3	30	38.1	55.7	2.2	108	33.8	247.9	1.5
II	71	37.4	205.0	2.4	54	40.6	64.0	2.5	125	38.2	268.9	2.4
III	33	36.9	50.0	2.3	42	37.5	127.5	2.4	75	37.3	177.5	2.4
IV	35	33.4	59.3	2.1	32	38.3	67.5	3.8	67	36.0	126.7	3.0
2000 I	123	39.9	497.3	2.3	29	31.5	38.6	2.9	152	39.3	535.9	2.4
II	57	21.3	209.2	2.5	29	40.7	32.5	2.4	86	23.9	241.8	2.5
III	40	33.6	76.9	2.6	21	51.8	60.5	1.9	61	41.6	137.4	2.3
IV	75	28.9	130.0	3.1	21	41.6	28.5	2.2	96	31.2	158.5	2.9
2001 I	55	29.3	140.7	3.7	21	35.0	35.5	2.4	76	30.5	176.1	3.5
II	78	29.8	191.6	2.8	58	36.2	87.1	2.9	136	31.8	278.7	2.9
III	-	-	-	-	-	-	-	-	-	-	-	-
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 2

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	1998	1999	2000	2000 - 2001			
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	1.7	2.2	2.5	2.3	2.9	3.5	2.9
Atlantic	2.1	2.0	2.6	2.7	3.9	2.0	3.8
Newfoundland	1.3	1.6	3.6	-	6.3	-	5.0
Prince Edward Island	2.1	2.7	2.2	-	-	2.5	-
Nova Scotia	2.9	2.1	2.2	-	-	2.0	2.6
New Brunswick	1.5	2.4	2.8	2.7	3.3	2.0	2.0
Quebec	1.1	1.6	2.3	2.8	2.6	3.9	2.4
Ontario	1.6	2.2	2.5	2.2	2.9	2.9	3.0
Prairies	2.4	3.0	3.8	2.6	3.5	5.2	3.9
Manitoba	1.4	2.5	2.6	2.4	3.5	1.8	2.4
Saskatchewan	1.8	2.0	3.5	-	3.6	3.0	3.0
Alberta	3.0	4.0	4.4	3.0	3.4	5.8	4.5
British Columbia	0.8	0.8	1.7	1.9	2.2	2.9	2.1
Territories	1.0	1.9	2.5	-	2.3	3.2	3.0
Multiprovince	1.7	2.8	2.1	2.7	-	-	2.6
Total Federal	2.1	2.8	2.2	3.0	2.4	3.3	3.2
Public Sector							
CANADA	1.6	1.9	2.5	2.6	3.1	3.7	2.8
Atlantic	2.1	1.8	2.9	-	4.4	2.0	3.9
Newfoundland	1.3	1.3	5.3	-	6.3	-	5.0
Prince Edward Island	2.1	2.9	2.2	-	-	2.5	-
Nova Scotia	3.0	2.3	2.2	-	-	-	2.1
New Brunswick	1.5	3.1	3.5	-	3.8	2.0	2.0
Quebec	1.3	1.7	2.3	2.2	2.9	4.1	2.2
Ontario	1.3	1.5	2.6	2.9	3.0	3.2	3.2
Prairies	2.2	2.9	3.8	2.6	3.5	5.4	3.2
Manitoba	1.2	2.5	2.6	2.4	3.5	2.2	2.1
Saskatchewan	1.8	2.2	3.5	-	3.6	3.0	3.0
Alberta	2.6	3.8	4.5	3.0	3.5	5.9	3.5
British Columbia	0.7	0.6	1.4	1.6	2.2	2.9	2.1
Territories	1.0	1.9	2.5	-	2.3	3.2	3.0
Multiprovince	-	-	-	-	-	-	-
Total Federal	2.2	2.8	2.2	3.4	2.4	3.9	3.3
Private Sector							
CANADA	1.8	2.7	2.3	1.9	2.2	2.4	2.9
Atlantic	1.8	2.2	1.8	2.7	0.0	2.0	3.1
Newfoundland	1.9	2.3	2.4	-	-	-	-
Prince Edward Island	-	2.3	-	-	-	-	-
Nova Scotia	1.8	1.9	1.7	-	-	2.0	3.1
New Brunswick	1.7	2.3	1.4	2.7	0.0	-	-
Quebec	1.0	1.8	2.9	3.9	2.0	2.6	2.5
Ontario	2.1	3.5	2.2	1.4	2.3	2.3	2.8
Prairies	3.2	3.8	3.6	-	2.1	1.9	4.4
Manitoba	1.6	3.1	3.3	-	-	0.6	2.6
Saskatchewan	1.1	0.8	-	-	-	-	-
Alberta	4.5	5.1	3.8	-	2.1	2.7	5.2
British Columbia	1.5	1.3	2.0	2.0	2.0	-	1.4
Territories	-	-	-	-	-	-	-
Multiprovince	1.7	2.8	2.1	2.7	-	-	2.6
Total Federal	1.7	2.8	2.2	2.6	2.3	2.7	2.8

Table 3

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1998		1999		2000	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	403	920.5	375	821.1	395	1,073.6
Atlantic	42	93.4	22	20.0	19	29.1
Newfoundland	7	25.4	8	9.7	4	5.0
Prince Edward Island	3	3.9	3	2.2	2	1.3
Nova Scotia	18	39.0	6	3.9	4	11.7
New Brunswick	14	25.0	5	4.3	9	11.1
Quebec	53	82.1	38	113.1	95	345.4
Ontario	143	270.1	174	316.3	147	282.4
Prairies	83	134.0	68	141.4	60	109.0
Manitoba	20	22.3	18	38.7	19	29.3
Saskatchewan	12	32.3	14	41.1	4	14.3
Alberta	51	79.4	36	61.6	37	65.4
British Columbia	35	151.8	25	71.9	33	64.4
Territories	1	2.3	2	4.6	3	5.5
Multiprovince	2	7.0	3	2.2	3	2.8
Total Federal	44	179.8	43	151.6	35	235.0
Public Sector						
CANADA	221	646.3	217	506.4	295	913.4
Atlantic	29	81.6	10	10.7	10	21.3
Newfoundland	6	22.9	4	6.6	3	2.0
Prince Edward Island	3	3.9	2	1.5	2	1.3
Nova Scotia	11	33.6	3	2.1	2	10.6
New Brunswick	9	21.1	1	0.6	3	7.3
Quebec	14	23.6	12	25.8	76	322.0
Ontario	78	167.9	115	211.8	102	209.9
Prairies	62	106.5	48	119.3	57	106.4
Manitoba	11	11.7	13	34.2	18	28.2
Saskatchewan	10	30.5	10	36.7	4	14.3
Alberta	41	64.3	25	48.5	35	63.9
British Columbia	15	133.7	13	57.6	25	38.9
Territories	1	2.3	2	4.6	3	5.5
Multiprovince	-	-	-	-	-	-
Total Federal	22	130.7	17	76.5	22	209.5
Private Sector						
CANADA	182	274.2	158	314.7	100	160.1
Atlantic	13	11.8	12	9.3	9	7.8
Newfoundland	1	2.5	4	3.1	1	3.0
Prince Edward Island	-	-	1	0.7	-	-
Nova Scotia	7	5.4	3	1.8	2	1.1
New Brunswick	5	3.9	4	3.7	6	3.7
Quebec	39	58.5	26	87.3	19	23.3
Ontario	65	102.2	59	104.5	45	72.5
Prairies	21	27.5	20	22.1	3	2.6
Manitoba	9	10.5	5	4.6	1	1.1
Saskatchewan	2	1.8	4	4.4	-	-
Alberta	10	15.1	11	13.1	2	1.5
British Columbia	20	18.2	12	14.3	8	25.5
Territories	-	-	-	-	-	-
Multiprovince	2	7.0	3	2.2	3	2.8
Total Federal	22	49.1	26	75.1	13	25.6

Table 3 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

2000 - 2001

	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	61	137.4	96	158.5	76	176.1	136	278.7
Atlantic	1	0.5	4	7.6	3	6.8	8	16.2
Newfoundland	-	-	2	1.5	-	-	3	8.5
Prince Edward Island	-	-	-	-	1	0.5	-	-
Nova Scotia	-	-	-	-	1	0.5	4	4.7
New Brunswick	1	0.5	2	6.1	1	5.8	1	3.0
Quebec	6	5.6	11	19.4	3	3.3	13	16.3
Ontario	21	54.4	47	62.5	36	66.3	72	120.3
Prairies	15	22.6	15	30.2	19	40.5	18	19.5
Manitoba	11	15.7	3	4.7	4	3.7	6	5.0
Saskatchewan	-	-	3	13.8	3	2.9	1	0.7
Alberta	4	7.0	9	11.8	12	33.9	11	13.8
British Columbia	11	36.3	10	12.6	3	36.0	9	67.6
Territories	-	-	1	2.5	1	0.7	1	1.3
Multiprovince	1	0.8	-	-	-	-	3	4.6
Total Federal	6	17.2	8	23.8	11	22.6	12	32.9
Public Sector								
CANADA	40	76.9	75	130.0	55	140.7	78	191.6
Atlantic	-	-	3	6.8	2	6.3	6	14.1
Newfoundland	-	-	2	1.5	-	-	3	8.5
Prince Edward Island	-	-	-	-	1	0.5	-	-
Nova Scotia	-	-	-	-	-	-	2	2.6
New Brunswick	-	-	1	5.3	1	5.8	1	3.0
Quebec	4	3.6	5	12.6	2	2.8	6	6.9
Ontario	14	28.3	40	53.9	26	45.1	43	71.2
Prairies	15	22.6	14	29.6	17	37.9	9	8.2
Manitoba	11	15.7	3	4.7	3	2.7	2	1.5
Saskatchewan	-	-	3	13.8	3	2.9	1	0.7
Alberta	4	7.0	8	11.2	11	32.3	6	6.0
British Columbia	4	12.3	9	11.1	3	36.0	6	64.8
Territories	-	-	1	2.5	1	0.7	1	1.3
Multiprovince	-	-	-	-	-	-	-	-
Total Federal	3	10.1	3	13.3	4	11.9	7	25.1
Private Sector								
CANADA	21	60.5	21	28.5	21	35.5	58	87.1
Atlantic	1	0.5	1	0.8	1	0.5	2	2.1
Newfoundland	-	-	-	-	-	-	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	-	-	-	-	1	0.5	2	2.1
New Brunswick	1	0.5	1	0.8	-	-	-	-
Quebec	2	2.0	6	6.7	1	0.5	7	9.4
Ontario	7	26.1	7	8.5	10	21.2	29	49.1
Prairies	-	-	1	0.6	2	2.7	9	11.3
Manitoba	-	-	-	-	1	1.0	4	3.6
Saskatchewan	-	-	-	-	-	-	-	-
Alberta	-	-	1	0.6	1	1.7	5	7.8
British Columbia	7	24.0	1	1.5	-	-	3	2.8
Territories	-	-	-	-	-	-	-	-
Multiprovince	1	0.8	-	-	-	-	3	4.6
Total Federal	3	7.1	5	10.5	7	10.6	5	7.8

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Primary Industries												
1998	2	36.0	1.8	1.1	-	-	-	-	2	36.0	1.8	1.1
1999	4	47.8	2.9	1.8	4	45.2	3.8	2.5	8	46.3	6.7	2.2
2000	-	-	-	-	3	36.0	4.9	1.6	3	36.0	4.9	1.6
2000 III	-	-	-	-	-	-	-	-	-	-	-	-
IV	-	-	-	-	1	36.0	0.7	2.3	1	36.0	0.7	2.3
2001 I	-	-	-	-	1	42.0	1.3	2.1	1	42.0	1.3	2.1
II	1	36.0	1.4	4.2	1	48.0	1.8	1.8	2	42.7	3.2	2.9
Utilities												
1998	9	26.6	21.6	2.4	1	36.0	0.5	2.1	10	26.9	22.1	2.4
1999	14	50.8	30.1	1.8	2	24.0	1.6	2.4	16	49.5	31.7	1.8
2000	13	25.2	25.6	3.2	-	-	-	-	13	25.2	25.6	3.2
2000 III	4	36.0	5.8	2.5	-	-	-	-	4	36.0	5.8	2.5
IV	3	29.5	4.1	2.7	-	-	-	-	3	29.5	4.1	2.7
2001 I	2	18.6	4.9	3.0	2	24.0	1.4	2.2	4	19.8	6.3	2.8
II	3	34.2	3.7	2.0	-	-	-	-	3	34.2	3.7	2.0
Construction												
1998	46	34.1	94.6	2.4	3	48.0	2.2	3.0	49	34.4	96.8	2.4
1999	21	36.1	97.8	2.0	-	-	-	-	21	36.1	97.8	2.0
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2000 III	1	36.0	0.8	2.7	1	48.0	0.5	2.7	2	40.6	1.3	2.7
IV	-	-	-	-	-	-	-	-	-	-	-	-
2001 I	1	36.0	13.0	2.5	-	-	-	-	1	36.0	13.0	2.5
II	26	34.8	51.9	3.2	-	-	-	-	26	34.8	51.9	3.2
Manufacturing												
1998	47	30.1	61.2	0.9	25	38.2	23.3	3.1	72	32.3	84.6	1.5
1999	42	52.9	30.1	1.8	31	35.5	72.8	4.2	73	40.6	102.9	3.5
2000	35	35.0	46.9	2.1	17	37.4	21.7	3.0	52	35.7	68.5	2.4
2000 III	5	36.0	20.7	2.0	3	43.2	3.0	3.5	8	36.9	23.7	2.2
IV	8	36.4	8.0	1.4	1	36.0	0.5	3.4	9	36.4	8.5	1.5
2001 I	5	39.4	5.0	1.7	3	30.1	2.0	2.3	8	36.7	7.0	1.8
II	6	40.6	5.7	2.5	12	36.6	9.6	2.8	18	38.1	15.4	2.7
Wholesale and Retail Trade												
1998	13	39.6	18.1	1.8	-	-	-	-	13	39.6	18.1	1.8
1999	10	32.6	11.8	1.6	1	36.0	5.2	0.6	11	33.7	17.0	1.3
2000	12	54.9	31.1	1.9	2	71.4	10.6	1.0	14	59.1	41.7	1.7
2000 III	3	60.5	19.9	1.7	1	72.0	7.6	1.0	4	63.6	27.5	1.5
IV	5	44.6	5.0	2.1	1	70.0	3.0	1.0	6	54.1	8.0	1.7
2001 I	1	36.0	0.7	2.9	-	-	-	-	1	36.0	0.7	2.9
II	2	30.9	1.8	2.0	-	-	-	-	2	30.9	1.8	2.0
Transportation												
1998	22	35.3	36.4	2.1	2	41.3	3.5	1.9	24	35.9	39.9	2.1
1999	19	37.9	47.2	2.9	4	43.0	12.8	2.3	23	39.0	60.0	2.8
2000	14	39.0	41.5	2.7	5	34.3	53.6	2.2	19	36.4	95.1	2.4
2000 III	2	48.2	10.6	3.4	2	57.3	7.2	1.9	4	51.9	17.8	2.8
IV	4	29.5	10.8	2.4	1	48.0	0.5	2.3	5	30.4	11.3	2.4
2001 I	7	36.3	10.5	2.7	1	36.0	1.1	2.1	8	36.2	11.7	2.7
II	6	29.3	9.9	2.9	2	50.1	3.8	2.7	8	35.0	13.6	2.9

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Information and Culture												
1998	11	40.9	23.3	1.1	1	48.0	1.1	2.4	12	41.2	24.4	1.1
1999	14	32.6	34.8	2.5	4	56.7	11.2	2.4	18	38.5	46.0	2.5
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2000 III	1	36.0	1.7	2.0	-	-	-	-	1	36.0	1.7	2.0
IV	4	42.5	4.6	3.7	-	-	-	-	4	42.5	4.6	3.7
2001 I	1	36.0	3.6	3.7	-	-	-	-	1	36.0	3.6	3.7
II	2	39.1	1.2	2.3	-	-	-	-	2	39.1	1.2	2.3
Finance, Real Estate and Management Services												
1998	11	23.9	21.3	0.7	2	50.4	1.3	2.6	13	25.5	22.7	0.8
1999	4	34.5	2.9	2.8	-	-	-	-	4	34.5	2.9	2.8
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2000 III	2	43.9	6.4	1.6	-	-	-	-	2	43.9	6.4	1.6
IV	-	-	-	-	-	-	-	-	-	-	-	-
2001 I	3	17.8	2.7	2.0	-	-	-	-	3	17.8	2.7	2.0
II	5	45.6	7.6	2.2	-	-	-	-	5	45.6	7.6	2.2
Education, Health and Social Services												
1998	133	32.9	350.8	1.4	2	28.1	1.1	0.8	135	32.9	351.9	1.4
1999	138	36.5	297.7	1.8	-	-	-	-	138	36.5	297.7	1.8
2000	192	38.2	497.6	2.6	2	31.7	1.4	3.6	194	38.2	499.0	2.6
2000 III	16	21.2	24.7	2.8	1	24.0	0.5	1.6	17	21.2	25.2	2.8
IV	49	26.0	80.3	3.3	1	36.0	0.9	4.7	50	26.1	81.2	3.3
2001 I	40	25.9	81.6	4.2	1	60.0	3.5	2.2	41	27.3	85.1	4.2
II	51	21.9	80.5	3.2	2	36.0	61.0	2.1	53	28.0	141.5	2.7
Entertainment and Hospitality												
1998	10	38.2	9.9	3.5	1	36.0	0.6	1.8	11	38.1	10.5	3.4
1999	14	33.6	13.3	2.6	-	-	-	-	14	33.6	13.3	2.6
2000	6	46.2	7.7	3.1	-	-	-	-	6	46.2	7.7	3.1
2000 III	4	43.2	4.6	2.4	-	-	-	-	4	43.2	4.6	2.4
IV	2	50.5	3.1	4.1	-	-	-	-	2	50.5	3.1	4.1
2001 I	1	36.0	0.6	3.0	-	-	-	-	1	36.0	0.6	3.0
II	2	36.0	5.0	4.3	-	-	-	-	2	36.0	5.0	4.3
Public Administration												
1998	62	28.6	247.8	1.8	-	-	-	-	62	28.6	247.8	1.8
1999	48	28.6	144.3	2.2	1	36.0	0.7	2.3	49	28.6	145.0	2.2
2000	69	25.9	293.1	2.3	1	36.0	5.3	2.4	70	26.1	298.4	2.3
2000 III	15	35.5	23.4	2.6	-	-	-	-	15	35.5	23.4	2.6
IV	16	33.6	37.0	2.4	-	-	-	-	16	33.6	37.0	2.4
2001 I	5	27.9	11.3	3.6	2	35.7	32.9	3.0	7	33.7	44.2	3.1
II	13	33.5	31.8	3.1	2	36.0	2.1	2.4	15	33.7	33.9	3.1

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment

Table 5

Effective Adjustment in Base Rates, Number of Agreements and Employees Covered, by Year and Quarter

	1998	1999	2000	2000 - 2001			
				3	4	1	2
All Industries							
Wage Adjustment (%)	1.7	2.2	2.5	2.3	2.9	3.5	2.9
Number of Agreements	403	375	395	61	96	76	136
Number of Employees (000's)	920.5	821.1	1,073.6	137.4	158.5	176.1	278.7
Private Sector							
Wage Adjustment (%)	1.8	2.7	2.3	1.9	2.2	2.4	2.9
Number of Agreements	182	158	100	21	21	21	58
Number of Employees (000's)	274.2	314.7	160.1	60.5	28.5	35.5	87.1
Public Sector							
Wage Adjustment (%)	1.6	1.9	2.5	2.6	3.1	3.7	2.8
Number of Agreements	221	217	295	40	75	55	78
Number of Employees (000's)	646.3	506.4	913.4	76.9	130.0	140.7	191.6
Federal Administration							
Wage Adjustment (%)	2.2	2.9	2.1	2.2	2.4	4.0	3.4
Number of Agreements	16	10	18	2	3	2	5
Number of Employees (000's)	124.2	53.2	154.8	2.1	13.3	7.6	21.3
Federal Crown Corporations							
Wage Adjustment (%)	2.2	2.3	2.2	-	-	-	3.0
Number of Agreements	7	6	3	-	-	-	3
Number of Employees (000's)	8.3	19.8	46.6	-	-	-	5.4
Provincial Administration							
Wage Adjustment (%)	1.7	1.6	2.5	2.3	2.7	2.9	2.9
Number of Agreements	30	21	37	11	6	4	9
Number of Employees (000's)	112.2	73.9	114.4	30.7	11.1	36.8	15.0
Local Administration							
Wage Adjustment (%)	1.5	2.3	2.5	2.6	2.6	2.7	2.9
Number of Agreements	32	34	33	6	13	4	5
Number of Employees (000's)	48.3	44.2	69.0	5.8	19.9	5.0	4.8
Education, Health and Welfare							
Wage Adjustment (%)	1.4	1.8	2.6	2.8	3.3	4.2	2.7
Number of Agreements	134	136	193	17	51	39	54
Number of Employees (000's)	351.3	292.0	497.0	25.2	82.3	80.7	142.0
Public Utilities							
Wage Adjustment (%)	1.4	2.1	3.4	3.2	2.8	3.2	2.4
Number of Agreements	2	10	11	4	2	6	2
Number of Employees (000's)	2.1	23.3	31.5	13.1	3.3	10.6	3.1

Table 6

Selected Economic Indicators, by Year and Quarter

	1998	1999	2000	2000 - 2001			
				3	4	1	2
Wage Settlements (%)	1.7	2.2	2.5	2.3	2.9	3.5	2.9
Public Sector (%)	1.6	1.9	2.5	2.6	3.1	3.7	2.8
Private Sector (%)	1.8	2.7	2.3	1.9	2.2	2.4	2.9
Agreements in Force (%)	1.7	1.9	2.2	2.3	2.4	2.4	2.7
Public Sector (%)	1.4	1.7	2.1	2.2	2.3	2.3	2.6
Private Sector (%)	2.3	2.1	2.4	2.5	2.5	2.5	2.7
Consumer Price Index Per Cent Change[1]	0.9	1.7	2.7	2.7	3.1	2.8	3.6
GDP[2] at Factor Cost[3] Per Cent Change[1]	3.1	4.3	4.5	4.1	3.8	2.5	1.8
Labour Productivity Growth (%)	0.7	2.2	1.8	1.3	1.2	0.8	0.6
Unit Labour Cost (%)	1.4	0.8	2.3	1.8	2.7	3.2	1.7
Unemployment Rate[3] (%)	8.3	7.6	6.8	6.9	6.9	7.0	7.0
Employment (000's)[3]	14,140	14,531	14,910	14,918	15,028	15,062	15,101
Per Cent Change[1]	2.7	2.8	2.6	2.3	2.3	1.6	1.4
Average Weekly Earnings[3]	$ 632.09	$ 638.83	$ 653.49	$ 656.37	$ 657.81	$ 660.78	$660.44
Per Cent Change[1]	1.4	1.1	2.3	2.2	2.5	2.0	1.1
Average Hourly Earnings	$ 15.81	$ 16.07	$ 16.52	$ 16.45	$ 16.47	$16.51	$16.69
Per Cent Change[1]	1.5	1.6	2.8	2.9	1.5	0.2	0.8

[1] Per cent change from the same period of the previous year

[2] GDP – Gross domestic product at factor cost (1992) prices

[3] Seasonally adjusted data

Source: Workplace Information Directorate and Statistics Canada

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion*.

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

(a) provincial and territorial government administration;

(b) health, education and social services agencies or institutions:
- (i) public hospitals,
- (ii) provincial residential care facilities,
- (iii) universities,
- (iv) colleges, vocational and trade institutions,
- (v) social services business enterprise,
- (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;

(b) school boards;

(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

(a) a government holds more than 50 per cent of its voting equity, directly;

(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
- (i) the holding is the largest block of voting equity; and
- (ii) the holding exceeds 33.3 per cent of the voting equity; and
- (iii) the block is larger than the combined percentage of the next two largest blocks;

(b) the commercial enterprise declares that it is effectively controlled by a government;

(c) there exists a method or variety of methods (e.g., significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

OVERVIEW OF THE CHANGES IN THE ANALYSIS OF PROVISIONS IN COLLECTIVE AGREEMENTS

Tania Plante
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Introduction

The Workplace Information Directorate has been tracking, analyzing and disseminating information pertaining to industrial relations and collective bargaining for many decades. Over the last year, the Directorate has made important changes to its information and products in order to provide up-to-date information including recent trends. Since January 2000, information has been available on small bargaining units (100 to 499 employees) on a stratified sample basis, as well as those covering 500 employees or more. This reflects the new economic reality of an increasing proportion of smaller bargaining units. Furthermore, in an effort to improve client services and broaden the availability of its information, the Directorate has made all collective agreements and settlement summaries accessible via an Internet database, called *Negotech,* that enables customized research.

The Directorate also decided to modify its analysis of collective agreements in order to keep abreast of new trends in bargaining and to reflect the changing workplace. The purpose of this article is to set forth a general overview of new provisions being analyzed. Although this article does not identify all the changes that were implemented, it does set out the major elements. These are grouped in five categories: Rights of Parties, Labour Relations, Working Conditions, Benefits and Pension Plans, and Work-Life Balance.

Rights of Parties

In recent years, there has been a growing interest in issues surrounding human rights, respect for individual rights and the right to privacy. Included in the analysis of collective agreements, therefore, are provisions related to the protection of employee rights, such as protection from harassment, help for victims and employment equity programs. Also outlined are provisions related to employers' rights, such as the right to test for drug and alcohol abuse and the right to administer lie detector tests, electronic surveillance, Internet and telephone monitoring and medical examinations. Developments in this regard – especially the latitude afforded to both employers and unions under the *Privacy Act* – will certainly be noteworthy.

In light of today's constantly changing workplace, where "doing more with less" is often required, the Directorate has expanded its analysis of provisions related to contracting-out. Particular emphasis is put on restrictions such as advance union notification, a stipulation for no lay-off or reduction in the number of hours worked, etc.

Labour Relations

Over the last decade, labour-management cooperation has become more important within organizations. While in the past it was often linked to the organization's survival, today the driving force behind cooperation between the parties has evolved to encompass not only the organization's productivity but also employee wellness. A number of provisions have been added to document new trends in labour relations and to better analyze the content of collective agreements.

For example, it will now be possible to determine the approach used in both interest-based and continuous bargaining situations, two methods that, like labour-management cooperation, are increasingly in use. In keeping with the spirit of cooperation and conflict resolution, the analysis includes two provisions related to the grievance procedure: expedited arbitration and grievance mediation. Also included is a comprehensive section on joint committees with various themes covering contracting-out, labour relations, working conditions, the work environment, technological change, etc. The analysis of enabling and parity clauses will also be possible.

Working Conditions

The analysis now allows for a comparison between white- and blue-collar work schedules and hours. Telework is also featured, which will enable confirmation of its growing incidence and its presence in collective agreements. Furthermore, the job security analysis includes provisions for paid education and training in the event of termination as well as the possibility of leave to look for work, which are certainly noteworthy.

Benefits and Pension Plans

Certain provisions regarding benefits and pension plans have been added in order to follow new trends and to adjust to the content of collective agreements. These include flexible benefit plans, which allow for greater flexibility for both employers and workers. It will also be possible to keep abreast of pension-related initiatives such as progressive retirement and pre-retirement leave and to identify both defined contribution and defined benefit plans.

Also, three provisions related to same-sex spouses that have gained importance in recent years are now featured in our analysis in order to keep pace with recent developments related to the respect for individual rights. These provisions relate to group benefit plans and short- and long-term leave such as maternity, paternity and adoption leave.

Work-Life Balance

While employers have sought higher efficiency and increased productivity, employees have attempted to achieve greater work-life balance. As this issue has many implications and has brought about numerous changes in collective agreements, our analysis is now more comprehensive and reflects current and future provisions in collective agreements. Among these are short-term family-related leave and long-term leave for the care of a parent and for the care and nurturing of a child. Moreover, clauses related to leave, whether paid or unpaid, for personal reasons or in the event of a divorce, as well as self-funded leave, have been added to our analysis. Flexibility in the organization of working time, such as provisions for telework, is also an important feature of this balance.

Conclusion

This article outlines the new analysis available and discusses the trends being introduced. Other additions and modifications will be specified in the near future, emphasizing the need to adjust to a continuously changing workplace.

WORK STOPPAGES – 2001 AND CHRONOLOGICAL PERSPECTIVE

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Major Work Stoppages (500 or more workers)

Summary

There were 28 work stoppages involving 500 and more workers during the second quarter of 2001 in Canada. Three major work stoppages occured during that period. The first one involving 3,400 workers at the Coast Mountain Bus Company, in British Columbia, represents 228,810 person-days not worked which is approximately 29 per cent of the person-days not worked. The second involving 13,000 employees of the Toronto District School Board in Ontario, accounts for 215,900 person-days not worked which is approximately 27 per cent of the person-days not worked of this second quarter. During the same period, the strike by 20,000 workers with the Association des constructeurs de routes et grands travaux du Québec accounted for 75,000 person-days not worked, representing 9,0 per cent of the person-days not worked.

Table 1

Major Work Stoppages by Jurisdiction
Second Quarter 2001

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland	7	17,064	63,460
Prince Edward Island	-	-	-
Nova Scotia	3	7,000	10,000
New Brunswick	-	-	-
Quebec	5	23,335	158,090
Ontario	8	17,441	246,850
Manitoba	-	-	-
Saskatchewan	1	12,000	51,430
Alberta	1	1,950	9,750
British Columbia	2	17,575	242,810
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**27**	**96,365**	**782,390**
Canada Labour Code-Part I	1	500	10,000
Federal Administration	-	-	-
Federal Total	1	500	10,000
Total	**28**	**96,865**	**792,390**

Source: Workplace Information Directorate

Table 2

Major Work Stoppages by Industry
Second Quarter 2001

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	1	1,310	24,890
Utilities	-	-	-
Construction	2	15,500	79,500
Manufacturing	2	1,640	4,900
Wholesale and RetailTrade	1	825	40,430
Transportation	3	6,025	248,560
Information and Culture	-	-	-
Finance, Real Estate and Management Services	1	4,500	16,070
Education, Health and Social Services	15	59,757	354,510
Entertainment and Hospitality	1	1,700	1,700
Public Administration	2	5,608	21,830
Various Industries	-	-	-
Total	**28**	**96,865**	**792,390**

Source: Workplace Information Directorate

All Work Stoppages (one or more workers)

Table 3

All Work Stoppages by Jurisdiction
First Quarter 2001

Jurisdiction	Cumulative to March 31, 2001 Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland	11	17,496	70,010
Prince Edward Island	-	-	-
Nova Scotia	5	7,430	14,250
New Brunswick	3	2,539	8,090
Quebec	40	25,756	238,860
Ontario	49	24,614	415,340
Manitoba	4	478	20,730
Saskatchewan	2	12,055	54,960
Alberta	1	1,950	70,200
British Columbia	15	18,938	285,290
Territories	1	614	900
Multiprovince	-	-	-
Total Provinces	**131**	**111,870**	**1,178,630**
Canada Labour Code-Part I	9	964	25,700
Federal Administration	-	-	-
Federal Total	9	964	25,700
Total	**140**	**112,834**	**1,204,330**

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry
First Quarter 2001

Industries	Cumulative to March 31, 2001 Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	8	3,396	102,140
Utilities	1	195	450
Construction	3	15,560	81,300
Manufacturing	32	5,775	152,590
Wholesale and RetailTrade	13	1,374	58,310
Transportation	10	6,415	318,040
Information and Culture	5	540	3,090
Finance, Real Estate and Management Services	9	4,898	26,580
Education, Health and Social Services	42	66,599	417,550
Entertainment and Hospitality	14	2,440	22,160
Public Administration	3	5,642	22,120
Various Industries	-	-	-
Total	**140**	**112,834**	**1,204,330**

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng

Table 5

Work Stoppages – A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			% of Estimated working time
		Total Number	Workers involved	Person-days not worked	
1991	399	463	253,334	2,516,090	0.09
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,816	3,351,850	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,880	0.08
1999	358	413	158,612	2,445,740	0.08
2000	319	377	143,570	1,661,650	0.05
2000					
April	36	93	24,517	153,400	0.06
May	29	93	13,991	114,270	0.04
June	25	97	23,101	141,520	0.05
July	25	80	18,780	135,650	0.05
August	24	79	10,374	106,460	0.04
September	22	76	17,186	115,360	0.04
October	36	87	33,054	194,810	0.07
November	18	77	16,867	203,770	0.07
December	20	77	10,985	115,160	0.04
2001					
January	11	67	7,670	110,810	0.04
February	19	68	8,977	114,170	0.04
March	31	78	16,463	186,960	0.07

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the North American Industry Classification System (1997).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a measure of the loss of production time to the economy.

The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

UNION MEMBERSHIP IN CANADA – 2001

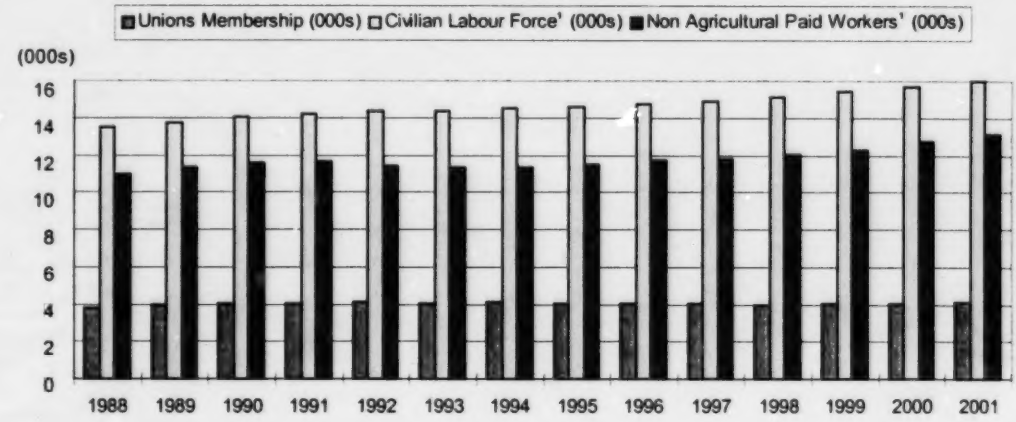
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Preliminary data from a survey of labour organizations in Canada with units of 50 or more members show that union membership in January 2001, stood at 4,110,450. This figure represents an increase of 52,600 members compared to 2000, namely 4,057,850 members (see graph and table 1). However, over the year, non-agricultural paid employment rose more rapidly by 439,000. Consequently, the unionization rate or union density (union membership as a percentage of non-agricultural paid employment) continued its decline to 31.3 per cent (from 31.9 per cent in 2000).

The affiliated membership of the Canadian Labour Congress increased by 170,170 from 2,814,580 in 2000 to 2,984,750 in 2001 (in comparison to the union membership increase of 52,600). As a result, the Canada Labour Congress' share of total union membership rose from 69.4 per cent in 2000, to 72.6 per cent in 2001.

Between 2000 and 2001, the unaffiliated national unions declined from 15.2 per cent to 12.1 per cent.

Union Membership, Civilian Labour Force and the Non-Agricultural Paid Workers 1988-2001



[1] Statistics Canada, The Labour Force Survey, Cat. No. 71E 0004 X CB

Source: Workplace Information Directorate

Table 1

Union Membership in Canada, 1988-2001
Established with New Series of Labour Force
and Non-Agricultural Paid Workers

Year	Union Membership (000s)	Civilian Labour Force[1] (000s)	Non-Agricultural Paid Workers[1] (000s)	Union Membership as a Percentage of Civilian Labour Force	Union Membership as a Percentage of Non-Agricultural Paid Workers
1988	3,841	13,512	10,963	28.4	35.0
1989	3,944	13,779	11,340	28.6	34.8
1990	4,031	14,047	11,598	28.7	34.8
1991	4,068	14,241	11,679	28.6	34.8
1992	4,089	14,330	11,414	28.5	35.8
1993	4,071	14,362	11,303	28.3	36.0
1994	4,078	14,505	11,310	28.1	36.1
1995	4,003	14,627	11,526	27.4	34.7
1996	4,033	14,750	11,764	27.3	34.3
1997	4,074	14,900	11,802	27.3	34.5
1998	3,938	15,153	12,031	26.0	32.7
1999	4,010	15,418	12,295	26.0	32.6
2000	4,058	15,721	12,707	25.8	31.9
2001	4,111	15,999	13,146	25.7	31.3

Note: Labour Force and non-agricultural paid employment data shown for each year are annual averages of the preceding year; data shown for union membership are as of January of the years shown and as reported by labour organizations.

[1] Statistics Canada, The Labour Force Survey, Cat. No. 71E 0004 X CB

Table 2

Unions with Largest Membership, 2000-2001

	Membership (000s)	
	2000	2001
Canadian Union of Public Employees (CLC)	485.0	505.0
National Union of Public and General Employees (CLC)	325.0	325.0
National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-CANADA) (CLC)	210.4	220.0
United Food and Commercial Workers International Union (AFL-CIO/CLC)	220.0	220.0
United Steelworkers of America (AFL-CIO/CLC)	190.0	190.0
Communications, Energy and Paperworkers Union of Canada (CLC)	144.3	149.0
Public Service Alliance of Canada (CLC)	146.6	148.7
International Brotherhood of Teamsters (AFL-CIO/CLC)	100.2	102.0
Fédération de la santé et des services sociaux (CSN)	97.0	100.2
Service Employees International Union (AFL-CIO/CLC)	90.0	85.0
Centrale des syndicats du Québec (CSQ)	80.9	80.1
Laborers' International Union of North America (AFL-CIO/CLC)	60.0	65.0
United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC)	56.0	56.0
International Brotherhood of Electrical Workers (AFL-CIO/CLC)	59.6	55.0
Ontario Secondary School Teachers' Federation (CLC)	51.4	54.0
Elementary Teachers' Federation of Ontario (CLC)	52.4	50.4
Syndicat de la fonction publique du Québec (Ind.)	38.8	46.8
British Columbia Teachers' Federation (Ind.)	44.0	46.1
Canadian Union of Postal Workers (CLC)	54.8	46.0
International Association of Machinists and Aerospace Workers (AFL-CIO/CLC)	45.0	45.6
Industrial Wood and Allied Workers of Canada (CLC)	40.4	45.0
Ontario Nurses' Association (CLC)	45.0	45.0
Fédération des infirmières et infirmiers du Québec (Ind.)	47.5	44.1
Fédération des employées et employés de services publics inc. (CSN)	36.5	40.0
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC)	37.4	39.6
International Union of Operating Engineers (AFL-CIO/CLC)	40.0	36.0
Fédération du commerce inc. (CSN)	34.0	35.0
Ontario English Catholic Teachers' Association (CLC)	30.0	33.0
Professional Institute of the Public Service of Canada (Ind.)	36.0	32.5
Alberta Teachers' Association (Ind.)	35.0	32.2
Hotel Employees and Restaurant Employees International Union (AFL-CIO/CLC)	34.7	30.0
Office and Professional Employees International Union (AFL-CIO/CLC)	30.0	30.0

Source: Workplace Information Directorate

Table 3

Union Membership by Congress Affiliation, 2000-2001

Congress Affiliation	2000		2001	
	Membership	%	Membership	%
CLC	2,814,580	69.4	2,984,750	72.6
(AFL-CIO/CLC)	1,059,680	26.1	1,168,840	28.4
CLC only	1,754,900	43.2	1,815,910	44.2
CSN	250,040	6.2	260,450	6.3
AFL-CIO only	28,110	0.7	27,730	0.7
CSQ*	114,920	2.8	114,690	2.8
CSD	72,400	1.8	72,680	1.8
CCU	12,830	0.3	9,840	0.2
Unaffiliated International Unions	**380**	**0.0**	**380**	**0.0**
Unaffiliated National Unions	**616,380**	**15.2**	**496,750**	**12.1**
Independent Local Organizations	**148,210**	**3.7**	**143,180**	**3.5**
Total	**4,057,850**	**100.0**	**4,110,450**	**100.0**

Note: Due to rounding sums may not always equal totals.

* CEQ (Centrale de l'enseignement du Québec) has changed its name in June 2000 to become CSQ (Centrale des syndicats du Québec)

Source: Workplace Information Directorate

Table 4

National and International Composition of Unions, 2000-2001

Type of Union	2000		2001	
	Number	%	Number	%
	Unions			
National	224	22.2	219	22.2
International	47	4.7	47	4.8
Other*	737	73.1	720	73.0
Total	**1,008**	**100.0**	**986**	**100.0**
	Membership (000s)			
National	2,651	65.3	2,694	65.5
International	1,198	29.5	1,212	29.5
Other*	209	5.2	204	5.0
Total	**4,058**	**100.0**	**4,110**	**100.0**

Note: Due to rounding, sums may not always equal totals.

* Includes directly chartered unions and independent local organizations (see Table 6).

Source: Workplace Information Directorate

Table 5

International and National Unions by Size, 2000-2001

Membership Range	International Unions		National Unions		Total	
	2000	2001	2000	2001	2000	2001
	Unions					
Under 999	7	7	81	79	88	86
1,000 - 9,999	16	15	99	97	115	112
10,000 - 29,999	12	13	23	22	35	35
30,000 - 49,999	5	5	11	12	16	17
50,000 - 99,999	4	4	6	4	10	8
100,000 and over	3	3	5	6	8	9
Total	**47**	**47**	**225**	**220**	**272**	**267**
	Membership (000s)					
Under 999	1	1	33	35	35	36
1,000 - 9,999	58	58	332	336	390	394
10,000 - 29,999	185	199	355	359	541	558
30,000 - 49,999	187	181	424	483	611	664
50,000 - 99,999	266	261	401	249	667	510
100,000 and over	501	512	1,107	1,234	1,607	1,746
Total	**1,198**	**1,212**	**2,653**	**2,695**	**3,850**	**3,908**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 6

Union Membership by Type of Union and Affiliation, 2001

Type and Affiliation	Unions	Locals	Membership	
			Number	%
International Unions	**47**	**2,339**	**1,197,620**	**29.5**
(AFL-CIO/CLC)	37	3,162	1,168,840	28.4
CLC only	3	33	15,470	0.4
AFL-CIO only	4	65	27,730	0.7
Unaffiliated Unions	3	13	380	0.0
National Unions	**219**	**13,365**	**2,694,350**	**65.5**
CLC	62	7,541	1,799,940	43.8
CSN	9	2,469	260,450	6.3
CEQ	15	375	114,690	2.8
CCU	7	27	9,840	0.2
CSD	2	94	12,680	0.3
Unaffiliated Unions	124	2,859	496,750	12.1
Directly Chartered Unions	**413**	**-**	**60,500**	**1.5**
CSD	402	-	60,000	1.5
CLC	11	-	500	0.0
Independent Local Organizations	**307**	**-**	**143,180**	**3.5**
Total	**986**	**16,638**	**4,110,450**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 7

CLC Membership by Affiliation, 2000-2001

	2000		2001	
Type and Affiliation	Membership	%	Membership	%
International Unions	**1,169,130**	**41.5**	**1,184,310**	**39.7**
(AFL-CIO/CLC)	1,059,680	37.6	1,168,840	39.2
CLC only	109,450	3.9	15,470	0.5
National Unions	**1,645,450**	**58.5**	**1,800,440**	**60.3**
CLC only	1,644,650	58.4	1,799,940	60.3
Directly Chartered Local Unions	**800**	**0.0**	**500**	**0.0**
Total	**2,814,580**	**100.0**	**2,984,750**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

1 — Structure and Affiliation Changes to International and National Unions

The Independent Canadian Transit Union has joined National Automobile, Aerospace, Transportation and General Workers Union (CAW-CANADA) in Fall 2000.

The Fraternité nationale des poseurs d'acier d'armature has joined International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers in Spring 2000.

The Association nationale des travailleurs en tuyauterie et calorifugeurs has joined United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada in August 2000.

International Union of Electronic, Electrical, Salaried, Machine and Furniture Workers has joined National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-CANADA) in November 2000.

Source: Workplace Information Directorate

2 — Name Changes Old Name / New Name

Aircraft Operations Group Association / Canadian Federal Pilots Association (January 2001).

Union nationale des poseurs de systèmes intérieurs, de revêtements souples et travailleurs d'usine / Fraternité nationale des poseurs de systèmes intérieurs, revêtements souples et parqueteurs sableurs (September 2000).

ACTRA Performers Guild / ACTRA National (June 2000).

3 — New Unions in Part 1

Canadian Association of Operational Support Specialists (Ind.).

Group Association of First Air Employees (Ind.).

INNOVATIVE WORKPLACE PRACTICES

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of innovative or special interest provisions is derived from a summary of 95 collective agreements that settled between November 2000 and May 2001. Of this number, 48 include provisions deemed innovative or of particular interest.

Duration

As noted in recent settlements, a majority of the collective agreements signed during this selected period had a contract duration of 36 months or less (88 per cent of agreements reported). Three agreements had a duration of 60 months: Emergency Health Services Commission, province-wide, British Columbia and Canadian Union of Public Employees with an expiry date of March 31, 2005; Fletcher's Fine Foods Limited, Vancouver, British Columbia and United Food and Commercial Workers, expiring May 31, 2005; and Crompton Company, Elmira, Ontario and United Steelworkers of America with an expiry date of May 31, 2006.

Compensation

Hydro One Inc., province-wide, Ontario and British Columbia Assessment Authority, province-wide, British Columbia, both negotiating with the Canadian Union of Public Employees, have a **gain-sharing plan** which relates to operational performance. The plan with Hydro One provides a potential of 4.0 per cent of base payroll and is based on corporate performance criteria, targets and lines of business initiatives, each with productivity, safety and customer service targets. The Assessment Authority plan states that the bargaining units' share of any savings realized through improved efficiency will be one-half of any gain in the percentage increase in productivity to a maximum of 3.0 per cent of wages earned in any year. A joint committee has been established to identify improvements in processes and work practices, enhancements in the delivery of services to the public and innovations and improved efficiencies throughout the organization. Canada Post continues a **team incentive plan** with the Association of Postal Officials of Canada whereby employees, whose performance contributes to attaining targets to the long-term goals of the Corporation, could receive an annual maximum incentive potential of 4.0 per cent of base salary. The targets include financial performance, service performance and customer satisfaction. Also, an **individual incentive plan** could provide up to 4.5 per cent of an employee's base salary. The criteria for the level of payment is based on a comparison of the employee's actual performance against goals that the employee had set that year. The goals are based upon corporate key indicators.

Wage comparability was noted in three health sector reports. The Health Employers Association of British Columbia, Community Sub-Sector, and the British Columbia Hospital Employees Union have established a fund whereby the Association will contribute 3.0 per cent of straight time wages annually designed to achieve comparability between the wage and benefit provisions of the Facilities collective agreement. The distribution of the fund will be negotiated by the parties in each year of the agreement. The Provincial Health Authorities of Alberta and Canadian Union of Public Employees negotiated a wage provision for auxiliary nurses that provides adjustments in the first year sufficient to match wage rates in effect under the Multi-Employer and Alberta Union of Provincial Employees (AUPE) collective agreement. Settlement terms continue to include a **"me-too" clause** which stipulates that if the AUPE negotiations should provide an adjustment higher than the 4.0 percent and 3.5 per cent received in the second and third years by the auxiliary nurses, then they will receive the additional difference between the higher increases. All other employees received a first-year wage adjustment comprised of a general adjustment, an equity adjustment and a market rate adjustment. The Calgary Regional Health Authority, Acute-Care Sector, and the Canadian Union of Public Employees introduced a **wage parity** clause where all classifications will receive wage increases sufficient to match rates of pay covering similar employees employed at the University of Alberta Hospital in

Edmonton. Where no occupational match is found, a 4.0 per cent across the board increase will be applied to rates; where matching the rates does not correspond to a minimum increase of 4.0 per cent, a lump-sum payment of the difference will be paid.

Both the Statistical Survey Operations, Canada-wide, with the Public Service Alliance of Canada and Continuing Care Employers' Bargaining Association, Long-Term Care Facilities, various locations in Alberta, with the United Nurses of Alberta provide an **additional increment** to the maximum levels of the salary grid. The Alberta Treasury Branch, province-wide, and the Alberta Union of Provincial Employees added a 1.0 per cent increment in each year on the employee's anniversary. Employees whose salary goes beyond the maximum level will not receive the increment.

Overland Express, province-wide, Ontario and the International Brotherhood of Teamsters have eliminated a **two-tier wage** structure with lower rates for employees hired after September 12, 1993, and have introduced probationary rates. Effective in March 2002, new employees will be paid $2.00 less than full hourly rate for their first 12 months and $1.00 less for their second 12 months.

Fourteen settlements received either a **lump-sum payment** or a **signing bonus**. The lump-sum payments ranged from $100 deposited to a Registered Retirement Savings Plan at La-Z-Boy Canada in Waterloo, Ontario to $1,000 at Atlas Specialty Steels in Welland, Ontario. Signing bonuses ranged from $250 at Dominion Castings in Hamilton, Ontario, to an amount equal to 2.0 per cent of regular salary paid in calendar year 2000 for employees at Canadian Press and Broadcast News Limited in Toronto, Ontario.

Working Conditions

The University College of the Fraser Valley Board in Abbotsford, British Columbia, and the Faculty and Staff Association have introduced **flexible benefits** whereby a **health spending account** will be established for each employee to be funded according to the differences between higher and lower cost options selected by the employee. A letter of understanding between the Health Employers Association of British Columbia, Faculties Sub-Sector, province-wide, and the British Columbia Hospital Employees Union and various construction unions, establishes a goal of eliminating all unsafe manual lifts of patients/residents through the use of mechanical equipment, except where the use of mechanical lifting equipment would be a risk to the patients. The parties will work in partnership with the Workers' Compensation Board, the Ministry of Health and other parties to establish a financing framework to make funds available to purchase the necessary mechanical equipment.

Job Security

The Ottawa-Carleton District School Board and the Elementary Teachers' Federation of Ontario have agreed upon a provision on **job sharing**. Two teachers, both having completed a minimum of two years service with the Board and neither of them having been declared redundant, may choose to share a single teaching position for up to a maximum of five years. GO Transit, Toronto, Ontario, and the Amalgamated Transit Union have negotiated a provision where should there be a **sale or transfer of bargaining unit jobs**, the employer will make reasonable effort to ensure employees laid off or terminated by the sale or transfer are offered positions with the new employer. The offers will be based on seniority. The Canadian Broadcasting Corporation, French Services Division, province-wide, Quebec, and Moncton, New Brunswick, and the Canadian Union of Public Employees have provided a letter of understanding that recommends certain rules to consider in the event that the employer decides to **outsource** part or all of its national activities such as transmitters, engineering, building management or information technology. Fletcher's Fine Foods Limited, Vancouver, British Columbia, and the United Food and Commercial Workers International Union have introduced a **voluntary buyout** plan to encourage voluntary attrition. If enough employees do not accept the buyout, the bargaining unit will be reduced through a mandatory buyout process in reverse order of seniority.

Training

While on approved training **during layoff**, the settlement between Prudential Steel Limited in Calgary, Alberta, and the United Steelworkers of America, provides for an employee to be eligible for $450 per week during the first two-week Employment Insurance waiting period, then $100 per week for the rest of the training course, less the amount of any wage or remuneration earned in such week. GO Transit in Toronto, Ontario, and the Amalgamated Transit Union ensures that employees on mandatory training with new equipment, software, hardware or other new devices will receive their **regular rate of pay** for the entire training period.

Labour-Management Committees

Of the 48 reports with innovative provisions, close to half (23) contained provisions for establishing joint committees. Thus, the implementation of committees is still a popular method of addressing joint concerns for new practices or addressing specific issues. The committees can consist of a wide variety of issues as shown below.

The Government of British Columbia and the British Columbia Government and Service Employee's Union have established a joint committee to examine **expedited arbitration** practices and procedures with a pilot project to develop and implement an **alternate method to resolve grievances** filed at arbitration. The Crompton Company in Elmira, Ontario, and the United Steelworkers of America have incorporated a committee to review the **return to work of disabled employees** on modified work schedules while the Windsor Casino in Windsor, Ontario, and the Canadian Auto Workers are addressing all **equity issues** including a diverse workforce, discrimination and harassment topics. Ford Electronics Manufacturing Corporation in Markham, Ontario, and the International Association of Machinists and Aerospace Workers initiated a joint committee with the employer's commitment to exercise best efforts and business contacts to attempt to find jobs for all **employees wishing to be re-employed**. The employer will fund up to $250,000 for the committee's use. The City of Calgary and the Amalgamated Transit Union have established a unique committee to address potential areas of **union-management concerns** on operational matters, including shift scheduling, and to ensure satisfactory customer service.

A number of other agreements include a clause to discuss such issues as: recruitment and retention of employees, staffing requirements, job skills and evaluations, benefit plan review and cost containment, and safety, health and environment topics.

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LABOUR AND BUSINESS PERSPECTIVES ON CANADA'S SKILLS CHALLENGES

Derwyn Sangster
Canadian Labour and Business Centre
and
Arlene Wortsman
Canadian Labour and Business Centre

Background and Context

In a national survey of private and public sector labour and management leaders conducted by the Canadian Labour and Business Centre in early 2000 (Viewpoints 2000), leaders ranked "skills shortages" among their top 10 concerns.

Competition for skilled workers is fierce and is becoming increasingly international in scope. This is one of the most serious challenges facing Canadian management and labour—the people who work in the companies and organizations that generate income, employment, and social and economic well-being for all Canadians. For this reason, the Canadian Labour and Business Centre initiated in-depth consultations with the labour and business constituencies focused on the skills challenges facing Canada.

The principal purpose of the consultations was not to further diagnose the issues, but rather to identify approaches to addressing these problems. Specifically, the consultations aimed:

- to identify the aspects of skills shortages issues that are priority concerns to labour and to business;
- to identify solutions and opportunities for action related to these priority concerns, and to identify who should be carrying out these actions;
- to provide public sector policy makers with informed feedback on business and labour views concerning potential measures and policies aimed at addressing skills shortages and related issues; and
- to lay the groundwork for development of next-step action plans by the Board of the Canadian Labour and Business Centre.

Consultative Process

The consultations focused on five broad aspects of the issue identified by the members of the Canadian Labour and Business Centre Board to be of greatest concern to labour and business:

- demographic issues;
- training, education and human resource development issues;
- education-to-work transition issues;
- trades/technology issues; and
- labour mobility, immigration, and credential recognition issues.

Defining the Issues: Priority Concerns of Labour and Business

Both labour and business respondents expressed a high degree of frustration and scepticism about the practical value of further consultations on skills needs. Respondents conveyed their sense that, over the years, there have been numerous studies, consultations, and policy and program initiatives, "few of which have had any measurable impact on the key problems." On the labour side, the overall sense was that "there has been much rhetoric over the years, but [we] have not seen much evidence of commitment to act", while business evidenced "a clear frustration with Canada's collective inability to deal effectively with the issues." Despite their reservations, however, respondents from both constituencies were willing to engage in the discussions.

Respondents from both constituencies identified the following issues as key factors affecting the current situation. It should be noted that respondents tended to interpret both the causes and the impacts of these issues according to the ongoing concerns of their constituency. It should also be noted that, even within each constituency, there was not universal agreement on the key features of the issues.

Strategic Context: Different Perspectives

Both the labour and the business constituencies have strong views on a number of broad fiscal and other public policy issues. These perspectives are fully described in the summaries of findings from the consultations (available from the Canadian Labour and Business Centre). There are major differences with respect to the role of government.

Business Views

Many business respondents felt that, despite recent changes, Canada's personal income tax rates remain uncompetitive with those in the United States. They said this would have to be addressed as part of an overall effort required to attract and retain the economic leaders who will provide the **innovation and vision** that Canadian business will need to remain internationally competitive. Other aspects of that effort would include providing competitive compensation, excellent working conditions, and leading-edge opportunities.

A number of respondents held that **payroll taxes** increase the cost of hiring and absorb funds that employers might otherwise use to hire or train the employees they need. In particular, business felt that the federal government should reduce Employment Insurance premiums.

Many respondents expressed the view that Employment Insurance benefits are a **disincentive to work** and a disincentive to move to seek work. In particular, they felt that recent changes in Employment Insurance legislation, which removed the penalties for repeat use of the program, actually reversed earlier changes and work to discourage labour mobility.

Labour Views

Labour respondents felt strongly that policies of **restraint, restructuring and downsizing** in the 1990s have contributed to the current skills shortages.

Respondents pointed out that the Canadian Labour Congress and its affiliates have long advocated legislation that would require employers to provide training for their employees, reinforced with a revamped employment insurance system designed to provide income support and to assist unemployed workers in acquiring **new skills**.

Labour would like to see greater support for the **public education system**, and criticized the trend to purchasing training from private sector companies "often with questionable credentials."

Labour also made the connection between **poor working conditions** and skills shortages.

Shared Views

Respondents appeared to have similar perspectives on a number of issues. This offers cause for optimism that building a collective will to action is in fact possible. Shared perspectives are apparent both within each constituency and between the labour and business constituencies:

- Both constituencies see the **skills challenge as a national priority** that must not be ignored or set aside, even in the face of an economic downturn.
- It is recognized that skills issues are multifaceted and complex.
- Both constituencies see a **shortage of opportunities** as well as a **shortage of skills**.
- The challenge is not limited to the high-tech and information technology sectors. Skilled workers are in short supply in many vital sectors, including the skilled trades. This will negatively affect the overall economic health of the country.
- Respondents consistently pointed to the fragmentation and inconsistency of regulatory and legislative frameworks, at both the national and provincial/territorial levels, as problems to be addressed.
- Concerning strategic directions and approaches, both labour and business put considerable emphasis on the importance of information sharing, dialogue, support for partnerships and exchange of ideas and "best practices".

Finally, both labour and business spoke of the strategic importance of improving the participation of all groups in the labour market, including those who encounter particular barriers, such as Aboriginals and new immigrants.

Demographic Issues

The two constituencies agreed that current and future demographic trends are at the core of the skills shortage situation. Both parties emphasized that, regardless of the current economic downturn (especially in the high-tech sector), demographic realities mean that attention must not be diverted from the need to address what could be a critical shortage of skilled workers (in fact, as more than one respondent noted, a shortage of workers, period) in all sectors of the economy within the next 10 years.

Lower birth rates and fewer new entrants to the labour market, as well as the large size of the "baby boomer" cohort, are resulting in an aging workforce. Large numbers of baby boomers are expected to retire over the next decade.

*Sixty-four percent of tradespeople in the British Columbia pulp and paper industry are 45 years of age or older; only one percent are 30 years of age or younger.**

*According to British Columbia's Industrial Training and Adjustment Commission, there will be no fewer than 700,000 job openings due to retirements in that province by 2010.**

Forty percent of nurses across Canada are 40 years of age or older, and the average age of retirement in this profession is 56.

* Communications, Energy and Paperworkers Union of Canada, Pulp and Paper Workers of Canada, The Skilled Trades Shortage in the Pulp and Paper Industry: A Call to Action, April 2000.

Training, Education and Human Resource Development Issues

Both business and labour agreed that workforce training and skills development is a critical component of the medium- to long-term solution to the skills shortage problem.

Both sides also agreed on the need for improved access to training, greater flexibility and more responsiveness on the part of education and training institutions to the real-world needs of workers and companies, and on the effectiveness of partnership arrangements, especially sectoral approaches.

Respondents called for improved labour market information to help young people, in particular, make informed career and education choices. This issue was emphasized with respect to the trades and technology/technical fields, which were seen to suffer from a poor image due at least in part to negative (and uninformed) attitudes on the part of parents, teachers and guidance counsellors.

Both parties agreed that workplace (employer-based) training is of vital importance. On the business side, there was strong recognition in many sectors and regions that employers would have to concentrate more on training and retaining their workforce as a whole in order to maintain competitiveness. Both sides emphasized, however, the barriers faced by companies and workers in undertaking training programs. Business respondents spoke in particular of the costs involved, of scheduling problems and of the lack of responsiveness, or "disconnect", on the part of education and training institutions in identifying a firm's or sector's needs and tailoring a program to meet those needs. Challenges cited by labour respondents included the lack of replacement workers, the fact that trainers often come from educational or management circles, and the emphasis on specific task-related training as opposed to more generic and portable skills development.

Business and labour alike mentioned the practice of "poaching" of skilled workers from one company to another, which can mean that an employer who makes a training investment is disadvantaged.

Both parties acknowledged the importance of recognition of prior learning. Labour participants noted that the current system does not accord enough of a role to unions and depends too much on the educational institutions.

Training and retraining of laid-off workers was brought up in particular by labour. Over the years, many of the sectoral skills councils have developed cost-effective and innovative programs to assist such people. The federal government had funded these

programs, but it has become increasingly difficult for the councils to secure funding, despite their proven track record. A recent example of this occurred when the Canadian Steel Trade and Employment Congress did not win the contract to provide services to laid-off steelworkers in Sydney, Nova Scotia, despite the fact that the union requested that the Congress provide the service. Many other unions or union-based training centres find themselves in similar situations. They now have to compete against community-based agencies for contracts to deliver adjustment programs to their members.

Business and labour differ significantly on a number of training and human resource development issues. Labour's perspectives on education, training and skills/ human resource development issues are predicated on the strongly held principle that "every worker is entitled to training". Labour respondents felt that the onus for worker training and education, which in the past was on employers and governments, has shifted to the individuals themselves. Labour respondents stated that they do not believe that asking employers to adopt a voluntary approach to training has proved effective, and therefore the labour movement has for years advocated a system of mandatory training.

There was clear disagreement between business and labour on the Registered Industrial Learning Accounts announced in the last federal budget. Business respondents expressed interest in this initiative. Labour respondents were strongly opposed, seeing the initiative as "continuing the thrust towards making individuals responsible for their own education and skill training rather than a responsibility of society as a whole—the "individualization of risk."

Similar disagreement was apparent on the concept of a direct training levy such as a national version of the Quebec "*Loi du 1 %*", an approach identified as the preferred choice of labour but opposed by business.

Education-to-Work Transition Issues

These issues relate to concerns about the efficiency with which graduates leave the formal education system and enter the labour market. In addition, it was pointed out that the issues are not restricted to school-to-work transition, but are in fact related to opportunities for lifelong learning and training, or school-to-work-to-school transitions, in the plural.

Both sides agreed that these transition issues require attention, although the emphasis was somewhat different between the two constituencies. Labour referred to the need to inform young people about the broader facets of the workplace and working life, including the role of unions and the importance of inter-relationships with co-workers, employers, and government; while business tended to emphasize the importance of curriculum development to enhance work-related skills and the integration of "soft skills" such as communications and teamwork. Respondents claimed that recent graduates often lack these skills, which was identified by both labour and business as a serious problem for all industries and sectors.

Labour and business respondents alike emphasized the importance of creative transition programs, including partnerships involving industry and the education system, co-op programs and programs targeting Aboriginal youth.

Trades/Technologies Issues

Respondents mentioned no other single issue as consistently as they did the poor image of the trades and technology occupations. Both labour and business spoke of the low exposure of students to the trades during their formal education, with little attempt by the school system to instill appreciation of the sophistication and tremendous technical complexity of modern skilled trades.

The demographic reality of the aging workforce in the trades is compounded by a serious image problem: unlike in Europe, where the skilled trades are respected and valued, in Canada many parents and guidance counsellors do not consider the skilled trades as a desirable career choice for young people. In fact, the trades are often seen as a "dead end".

Moreover, teaching of the trades is hindered by a shortage of skilled teachers. In Ontario, for example, only 62 teachers are currently being trained in the trades technologies. This is not enough to meet the needs of the city of Toronto, let alone the province.

Other respondents criticized the lack of an industrial arts component in high school curricula, which would introduce students to the trades, or bemoaned students' lack of exposure to the trades, even in elementary school.

High-Tech and Information Technology Issues

Notwithstanding the importance of the skilled trades and the specific challenges and barriers facing those sectors, business spokespersons from the high-tech and information technology sectors noted that Canada must recognize that it is part of a worldwide labour market for many high-tech skills, and must act aggressively to attract and retain these workers. This raised a number of concerns, including:

- whether the number of university and college graduates in key disciplines is sufficient to meet Canadian requirements;
- whether immigration regulations and procedures can be streamlined to permit Canadian employers to recruit skilled workers internationally; and
- whether Canadian salaries, tax levels, and "quality of life" are sufficiently competitive, especially with those in the United States, to prevent a significant brain drain to that country.

Despite the current slowdown in activity in many of these industries, concerns remain that Canada's ability to produce, attract and retain top talent may heavily influence the country's future economic growth, competitiveness and living standards.

Labour Mobility, Immigration and Credential Recognition Issues

Business and labour pointed out that the ability of workers to move from one region or province to another is hindered by a mix of regulatory and jurisdictional issues. As predicted by both sides, the federal/provincial/territorial Agreement on Internal Trade did not succeed in meeting the July 1, 2001, target for implementation of labour market mobility provisions. Both business and labour voiced scepticism about the extent of the political will and commitment to implement these measures.

In some sectors, particularly construction, a surplus of skilled workers may exist in one province alongside a shortage of people with the right skills in the neighbouring province. Interprovincial differences in certification and standards, despite the Red Seal Program, are a major problem.

For apprentices in the skilled trades, mobility is impeded by the very real difficulties involved in transferring apprenticeships between provinces. When apprentices are laid off in the cyclical construction industry, for example, the perception is that many of them decide to leave the industry.

Both constituencies agreed that immigration, as a solution to shortages of skilled workers, is at best a short-term and partial solution. Moreover, the credentials of foreign workers are often not recognized by Canadian regulatory bodies, and certification processes for these workers are often long and discouraging.

Business respondents in particular, some of them quite strongly, were in favour of increased levels of immigration in certain key occupations. However, traditional (European) sources of skilled immigrants are drying up; and Canada has to compete with many other countries for skilled workers from a decreasing number of source countries. Labour respondents criticized the recent trend to recruit workers, such as nurses, from countries that can ill afford to lose their own skilled labour force.

Finally, immigrants tend to settle in large urban centres, which does not address the skills shortages experienced in smaller, rural or remote parts of the country.

The Capacity to Act Together to Address the Issues

Respondents from both constituencies questioned the ability and political will of governments at the federal and provincial levels to work together to address skills issues in a coherent and consistent way. Participants talked of the growing fragmentation of the training system and the impacts of jurisdictional divisions. There is no consistency in programs, requirements or credentials from one jurisdiction to another. Issues include:

- the impact of provincial apprenticeship jurisdiction on the establishment of apprenticeship standards that would support worker mobility within Canada;
- the impact of provincial professional regulatory bodies on the interprovincial mobility of professional and technical workers and on access to professions and trades;

- provincial governments' growing interest in immigration and its impact on federal immigration policies; and
- the devolution of jurisdiction over training to the provinces, and the potential impact on provincial training resource levels, national standards and sector-focused initiatives such as sector councils. (These issues have been taken to an extreme in Ontario, where no federal-provincial labour market development agreement exists.)

Business respondents pointed out that, from their perspective, other collaborations are also necessary and often difficult. These include:

- collaboration with educational institutions to develop courses and programs that meet industry and workers' needs;
- collaboration with secondary schools or school boards to develop partnerships on individual projects or promote best practices;
- business-labour collaboration to find ways to acquire new skills; and
- collaboration with governments to find ways to streamline individual processes, including immigration.

In this context, some respondents talked of the lack of a shared feeling of urgency around the skills issue; others talked of a lack of leadership, which could encourage individual parties to move beyond short-term agendas or jurisdictional issues to address the larger, common and urgent problem.

Approaches and Measures to Address Canada's Skills Challenge: Suggestions by Labour and Business Respondents

1. Training and Human Resource Development

In the key area of training and human resource development, business and labour have very different perspectives at the national policy level.

Labour respondents did not like the Registered Individual Learning Accounts proposed in the recent Speech from the Throne, and instead stated a preference for a training tax or grant levy system, a national version of Quebec's "*Loi du 1 %*". Business, on the other hand, was strongly opposed to the concept of a training tax or grant levy system. The potential new initiative most frequently discussed by business respondents was a human resource investment tax credit, although many also expressed interest in the learning accounts approach.

At the workplace level, business and labour appeared to be much closer in their views. On the labour side, it is a long-standing principle that every worker is entitled to training; and on the business side, there is increasing recognition that higher levels of training will be needed to offset difficulties in recruitment. Both constituencies supported sectoral approaches to human resources development issues. As a result, there was general support for renewed and enhanced funding for sector councils, reflecting their strategic position at the interface between education and industry. The point was made by both sides that training levels should not be reduced at the first sign of an economic downturn.

2. Skilled Trades

Both constituencies strongly urged the federal government to implement immediately two specific measures that would assist apprentices: first, institute a tax credit for the purchase of tools by new tradespeople; and second, eliminate the two-week Employment Insurance waiting period for apprentices for classroom training.

Labour and business participants talked of the need for laddering arrangements, which would increase opportunities for students and tradespeople to take apprenticeship programs at community college and then at university. For many, the "dead end" image of the trades was linked to the absence of such arrangements.

Some business respondents favoured a full apprenticeship approach to trades training, in which certification, and the mobility rights that accompanied this, would be granted after completion of a full apprenticeship program that included all aspects of the trade. Others favoured a modular approach to training, in which recognition of completed modules (some of which might be in different trades areas) would produce workers with skill sets more tailored to particular employer needs.

3. *Immigration*

Both constituencies recognized that, traditionally, immigration has supplied many of Canada's needs for skilled people in a wide range of fields. The supply from many traditional source countries, however, is drying up, at the same time as Canada faces increased competition from other countries in recruiting talented immigrants.

Business spokespersons called for a streamlining of immigration regulations and procedures to permit Canadian employers to recruit key skills internationally. Respondents from the high-tech sector further noted that Canada must recognize that it is part of a worldwide labour market for skilled workers in this sector, and must act aggressively to attract and retain these workers through specific initiatives in critical skills areas.

Labour respondents spoke of the important need to work with new immigrant communities to actively include their members in the labour force.

4. *Labour Mobility and Credential Recognition*

Several organizations cautioned that the education, skills and experience of many foreign-trained workers are going unused because Canadian regulatory bodies do not recognize them. They said that efforts to remove such accreditation barriers, while protecting professional standards, are an essential step if Canada is to make efficient use of all the skills at its disposal.

Both constituencies urged refinements of prior learning assessment and recognition practices and policies. Labour's emphasis was on a greater role for labour and business; while business saw recognition of prior learning approaches as a valuable tool for identifying the skills foreign-trained workers bring to Canadian employers, a tool that should be used more extensively by employers.

Finally, business respondents, especially, saw a clear case for federal leadership in facilitating the full and immediate implementation of the labour mobility provisions of the Agreement in Internal Trade. Both labour and business called for increased efforts to harmonize trades certification standards to promote full mobility of tradespeople within Canada.

5. *Provincial and Education Sector*

The most significant difference of opinion between labour and business in this area appeared to be on the issue of partnerships with schools. Many business representatives identified such partnerships as essential, and took the view that institutions should become more market-driven and more open to business assistance. Labour respondents, on the other hand, were less enthusiastic about the value of such partnerships. Some labour representatives felt that these arrangements give business too much influence over education.

There was, however, considerable common ground on other fronts. Respondents from both constituencies urged the provinces to review their training and education resource levels with the goal of redressing the cumulative impacts of provincial cuts to education (elementary and secondary as well as post-secondary), training and apprenticeship budgets.

In this regard, it was noted that addressing anticipated shortages of teaching staff at all levels would be an additional critical challenge to schools and post-secondary institutions, with potential implications for their capacity to carry out their mandate.

There was a strong view in both constituencies that provinces and schools must correct a perceived bias amongst guidance teachers, as a result of which students are often directed to university studies upon graduation, at the expense of community colleges and, particularly, of the trades.

Both sides recommended that industrial arts programs be introduced or improved at the elementary and secondary levels. Both parties also agreed on the need for expanded co-op, internship and work experience programs to improve the employability, attitudes and work skills of students. Such initiatives would require much higher levels of partnership with local employers and unions.

6. *Older Workers/Phased-in Retirement*

Both labour and business respondents identified phased-in retirement provisions as a practical way to retain the invaluable knowledge, skills and experience of older workers for a longer period of time, although they recognized that this would involve the modification

of many current pension rules and regulations. These provisions could also serve to encourage experienced workers to mentor younger workers. Phased-in retirement would allow individuals greater choice as to how and when they would leave the workforce. It could be incorporated as part of an early retirement program or could be applied to people aged 65 years or more.

7. Working with Aboriginal Communities

Finally, respondents from both constituencies, particularly in Manitoba, Saskatchewan and Alberta, stressed the importance of working more extensively with the Aboriginal population, with the goal of including Aboriginal peoples effectively in the workforce. Drawing attention to the growing number of training and mentorship initiatives, they called for sustained activity to extend these further.

Conclusion

As respondents repeatedly pointed out, the skills agenda is a complex, multisectoral, and multifaceted challenge. What is needed is a combination of initiatives at all levels, by all stakeholders, over time, beginning now: what respondents called "*a will and a way to act*".

The Canadian Labour and Business Centre will continue to focus on identifying and furthering the development of measures to address the skills challenges.

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PRODUCTIVITY AND COMPETITIVENESS

Gary H. Johncox
Retired Executive, MacMillan Bloedel Limited
Consultant, Business Strategies

I'm not given to despair, but frustration was sometimes a companion during my career in a brutally competitive sector of the old economy. Fossilized habits in our large operations were anchors weighing on our international competitiveness, although they were nothing more than our versions of common habits everywhere. It is difficult to energize people for change when our practices are everyone's habits. Our smaller operations sometimes did remarkable things but inertia prevented replication or reinvention in larger ones.

Similarly, in the large public arenas, provincial and national governments did and still do things that limit our productivity or neglect to do things that could improve it. Several observations might be made about this. The more we aggregate decision-making to larger arenas with broader constituencies, the blander the result becomes as we try to minimally satisfy everyone. This is a powerful tonic for a slow decay of greatly focused ideas into a minimalist cure for an obfuscated issue. Many of us have been there.

Not to despair. Some of us are privileged to have seen the exceptional leader working with a compelling vision and a simple, believable story line. We are engaged by a clear goal, understandable detail, visualized reward, and absence of trivial complexity. We get energized, ignition and lift off. A good idea is adopted by a mobilized constituency, followed by excellent execution and the right result. We are very fortunate if we can claim to have been there, done that, got the teeshirt.

From these experiences both good and bad, how do we realize improved productivity and competitiveness on a national scale? There is hope.

Enter the federal government with its recent musings about a new "innovation agenda" which will look at this very thing along with the sorry state of our standard of living. I might be given to worry that the feds will create a huge, multi-everything, cross-universe constituency leading to too many people doing too little work and producing bland, insipid results to no listening audience. However, I see the possibility of an energized, focused constituency and exceptional leaders for the cause.

Enter also the cross-border shopper (to the United States). I am a cross border shopper, and a vacationer there, importer, investor, and occasional taxpayer and gambler. I do not like the exchange rate. Since I am not alone, we may be a constituency and I think we can be exceptional leaders with a compelling vision, simple story, clear goal and visualized reward. It goes like this:

Since some significant part of the dollar dilemma is imbedded in productivity and competitiveness, we demand productivity! – So, we cross-border shoppers need to become situational leaders and get the ball rolling by avalanching the federal government with contributing ideas to a productivity improvement study which has not yet even commenced. We will seek participation by marketing the idea to human resources practitioners and labour leaders as heady ground for collaborative work and a wonderful intellectual sandbox to play in. Let me start with a few contributions to the not yet formed study team.

Let's propose an end to reverse Darwinism – Noble causes like saving jobs by infusions of public cash to failing businesses inevitably prop up the weak and undermine the strong and healthy. Shipyards, steel mills, coal mines, pulp and paper mills and an endless list of others come to mind. Lowering the bar to survival inevitably harms the performance of the strong, limiting innovation, research, and fair shareholder returns to the healthier firms.

While we are at it, don't throw money at good firms with good ideas either – They are already Darwin's surviving species and the public funds would be better spent retraining and relocating eastern steelworkers to become better paid Alberta oil workers.

Don't saddle complex employment terms on small players – As large businesses deconstruct to small niche suppliers and players, and as governments outsource, their hugely complex collective agreements tend to follow to the small survivors. Small players cannot manage the complexity of these employment relationships without expensive outside help. An unanticipated consequence can be to encourage American style union avoidance, which causes further strains on working relationships. The competitive advantage of small, agile, adaptable firms is lost in the complexity and adversity. Complex Government rules may hinder the businesses they profess to love.

Do the old Wagner Act principles remain the right model for today's labour law? – The assumption of large, stable and routinely successful employers working in the old model of the economy also assumed labour needed the power of the law to redistribute wealth in its direction—or at least a balance of power to attempt to do so. That balance seems still to be the sole objective of labour codes. In the rough world of the new economy, is there room in labour law for prescriptions for other goals? British Columbia attempted to foster productivity as a recognizable concern in bargaining. The notion may have been quite worthwhile but the execution failed. Why not build in a productivity purpose as British Columbia did, but build a consensus and a constituency as well as a commitment to make it work?

Is the focus for labour law development in the right hands? – I believe the provinces have demonstrated more experimentation in labour law than the national government, although many examples might be seen as more disruptive than imaginative. The problem is too much retributive pendulum pushing and not enough statesman-like attention to economic and human advancement. If thoughtful connections are to be made between the old Wagner principles and new economic performance demands, the federal government as leader might (paradoxically) be the better leader. Exceptional leaders do not let history, jurisdiction or constitution stand in the way.

Why is labour mobility so lead footed in Canada? – Labour market information appears to be excellent. Our workforce is reasonably well educated and motivated. Private training and education institutions appear to be excellent and public ones capable. Loans and grants for self-improvement appear thoughtful and available. What aspects of our public policy directions are not functioning as they should? What motivations not present today do people need to help us reduce frictional unemployment and the inefficiency it produces?

We should pray for a critical shortage of skilled workers? – It would be a necessary blessing to cause us to rethink how we train and put people to work. It might cause us to rethink compulsory trades, tight silos of mandated work jurisdiction, overly prescriptive and restrictive licensing, limited opportunities for various forms of learners and various certificates for varying degrees of proficiency. Why do we not have three levels of nurses with three levels of proficiency for ease of entry and freedom to progress at varying rates? We have para-legals and para-medics. Why not a whole host of paras who can be trained and credentialed faster and progress at their chosen speed to their chosen level?

Skill development vendors need to become fleet of foot – Public college curricula needs to become rapidly adaptive to current learner needs and well connected to the labour market to anticipate future learner needs. Colleges have excellent instruction staff and want to employ them fully and efficiently, but the system does not provide fast feedback on what works and what doesn't, where changes need to be made, at what speed. If public colleges cannot adapt somehow, Darwin will catch up and the more agile private colleges will be the survivors of the species.

Raise the skill differentials in wage structures – Flat wage curves (high base, low differentials) seems to be consistent with the Canadian model of an egalitarian culture, and seem the preference of our trade unions. However, it seems at odds with new economy compensation needs and is quite different than United States practice with its higher workplace inequality index. What is the motivation to progress up the job hierarchy when the difference between the base rate and the highest skill rate in a huge factory is 25 per cent? A better motivation to self improvement might exist with a wage curve range closer to 100 per cent, with differences based on knowledge and performance.

Market value of jobs but not pay equity – Valuing jobs in such a way that carry factors for a market hierarchy of wages, or market rates themselves makes sense to me. Pay equity is one other of the few places where Canadian

egalitarianism has consequences that make it a doubtful concept and may be an interference with market pricing of labour.

Enterprise bargaining rather than sectoral bargaining – The parties to collective bargaining need to focus solely on their own place of employment for optimum outcomes. Compensation innovations and collaborative solutions are single workplace issues. As conglomerate businesses deconstruct to focussed, niche players, work process and market differentiation makes sectoral bargaining less appropriate. Similarly, these changing circumstances make pattern outcomes inappropriate as well. Local solutions to local conditions.

Labour and business should listen to the shareholder institutions – Large blocks of share holdings by mutual funds and pension investments are a constrained if not powerful voice to business behaviour. Investment analysts and shareholder advocacy organizations are also watchful critics that have a real interest in better business performance. Both business and labour together should make a habit of inviting these folks in for friendly chats on better performance.

Develop ethical rules of combat at the bargaining table – We are noisy folks outside the cloistered rooms of the bargaining table. It seems to be an aberration in the Canadian behavioural mosaic, and can cause anxiety with our offshore customers, investors, and institutional shareholders. In my experience, many (but not all) other Organization for Economic Co-operation and Development countries carry on noisy discourse on the merits of the issues, while we tend to be noisy about the worthiness of the economic and political systems, government of the day, motivations and moral values of the other side, etc. High dudgeon theatre from bargaining table leaders also tends to attract good (meaning bad) press coverage. I see some progress here, so the goal may be to learn, consolidate and expand better practices everywhere.

If my examples offend I take some comfort that my cross-border constituency is probably larger than the sum of all offendees. So, here I am at my nearby border crossing, holding my placard and passing out my leaflets. Happily retired and mentally voided of all the frustrations of my former workplace, I am engaged in a healthy new pursuit. I lead a constituency in a noble cause. We are the cross-border shoppers who believe improved national productivity will raise the value of the Loonie. Compelling vision, simple story, clear goal, visualized rewards. Can't lose.

HOW TO EVALUATE AND ASSESS HUMAN RESOURCE MANAGEMENT EFFECTIVENESS IN THE WORKPLACE

Adnane Belout
School of Industrial Relations
Université de Montréal

Analysis and Synthesis

During the last ten years, as the strategic repositioning of human resource management has posed new challenges to organizations, the assessment of personnel management has become a major concern. In this context, management's primary challenge lies in how to measure the effectiveness of an organization's human resource department or function. Such a "check-up" on an organization's human resource management involves identifying the strengths and weaknesses of human resource policies and programs. And yet, despite practitioners' growing interest in evaluation, managers run into fundamental obstacles when they try to decide which practical methods and approaches to use. When managers find it difficult to apply certain assessment techniques, quantify certain human aspects of the work, master measurement tools and interpret data, some of them are discouraged from even trying to assess their organization's human resource management.

Indeed, several contemporary studies corroborate this weakness in assessing human resource management. For example, in the United States, Tsui and Gomez-Mejia (1987) discovered that as many as 57 per cent of senior managers used informal assessment practices, while Cashman and McElroy (1991) mention that 29 per cent of the organizations they surveyed assessed their human resource departments either very rarely or not at all. Moreover, 66 of all 74 organizations surveyed used qualitative methods that were often based purely and simply on personal judgment. In Canada, Murray et al. (1990) revealed that 45 per cent of the companies they surveyed did not conduct any type of assessment at all, while 82 per cent of those performing assessments made do with a qualitative, essentially subjective approach.

These findings are particularly salient because they stem from a lack of consensus on a common, coherent definition of human resource management "effectiveness." Such conflicting views have led to the development of a poorly integrated body of knowledge on human resource management assessment and a certain resistance to more formal and rigorous practices. Furthermore, the use of non-standardized terminology by human resource experts reflects this diversity of opinion and highlights the very rudimentary state of our knowledge of assessment. For example, **checklist, auditing, evaluation** and **assessment** are just some examples of the terms used to refer to the concept.

strategic repositioning of human resource management has posed new challenges to organizations

Even if certain authorities adopt a particular term to denote the measurement of effectiveness, they also often use "assessment" and "evaluation", "checklist" and "evaluation", and "auditing" and "assessment" as synonyms. This varied use of language is not always justified and naturally tends to reinforce the impression that the boundaries between the various forms of expertise are blurred. Indeed, this lack of homogeneous expression is also reflected in the definitions of the various stages in the assessment process. When these difficulties are combined with different interpretations of human resource management effectiveness, the result has been a "bipolar" vision of assessment. That is to say, managers, taking their cue from the various models of organizational effectiveness, have generally opted for either quantitative or qualitative methods.

The aim of this paper is to propose a synthesis of human resource management assessment methods in order to clarify the issues and dissipate likely sources of confusion. In response to questions about the relevance of certain

methods in certain specific contexts and the validity of the measurement tools, we will attempt to elucidate and evaluate the various existing approaches. So, let's start with a review of the situation as it currently stands.

managers, taking their cue from the various models of organizational effectiveness, have generally opted for either quantitative or qualitative methods.

Qualitative Methods

The common factor in so-called "qualitative" mcthods is that they are not based on any rigorous, scientific methodology. In such approaches, the lack of adequate statistical measurement (non-parametric data) forces managers to limit the scope of their analyses to some extent. Those who favour this type of approach are convinced that it is impossible to "quantify" human resource management and that is why it is necessary to take a qualitative approach to "measuring" its effectiveness.

Checklist

The checklist technique is the most popular but also the most inexact qualitative approach to assessment. Its main measurement tool is the range of checklists used. The predominant role of this technique is to determine whether policies and procedures have been implemented as planned. The verification is conducted using a checklist of various policies and procedures. According to Dolan et al. (1988, ch. 18), this type of checking is based on a somewhat simplistic conception of assessment. The most common form of this approach uses a binary response scale of the "yes/no," "present/absent," and "true/false" variety. Once the list of criteria has been established, the evaluator has only to note the presence or absence of the various factors.

Proponents of the qualitative school have carefully developed various data collection tools that use interviews or questionnaires for putting this approach into practice. For example, Diverrez (1962) created a questionnaire that management could use to "diagnose" all their human resource management functions. The proposed questions were open-ended, calling for short yes/no responses on a range of topics covering staff assignment, pay and training. Côté (1975, ch. 7), for his part, introduced checklists that were similar to Diverrez's, but easier to use. The clearly stated objective of the Côté approach was to gather information and then assess it on the basis of three human resource parameters—employee acquisition, retention and development.

The direct advantages of this approach are its flexibility, ease of use and low cost. On the other hand, major drawbacks include difficulties in interpreting the results and in accurately determining whether the human resource department concerned is indeed primarily responsible for achieving the organization's management objectives. Another potential weakness of this approach is the subjective way the assessment is made (in terms of perceptual bias and the quality of the evaluator's training). Certain authorities criticize this approach for its emphasis on the human resource "function" at the expense of the Human Resource Department (Petersen and Malone, 1975). This restricted scope undoubtedly limits the flexibility required to modify policies in the wake of the assessment.

Quantitative Methods

At the same time as the proponents of qualitative methods for assessing services were developing their approaches, a parallel school of thought emerged that was supported by several distinguished theoreticians (Cascio, 1991) and which advocated quantitative methods for assessing the effectiveness of human resource services. Here are brief descriptions of these approaches:

1. Human Resource Accounting

Human resource accounting is an approach that draws heavily on accounting concepts. It is now becoming less influential compared with other trends. After its beginnings in the sixties, when it was very popular, this approach has gradually faded into the background in the human resource management assessment field.

The underlying concept of the accounting approach is to consider human resources as being essentially the same as the organization's other, mainly financial and material, resources. Indeed, this approach even conceives of human resources as an "investment" for the organization. The classic definition of accounting formulated by Brummet et al. (1968:20) calls it

"the process of identifying, measuring, and communicating information about human

resources to facilitate effective management within an organization." Thus, the central thrust of the method is to approach human resources as an organizational asset in the standard accounting sense of the word. Its distinctive technique is to measure the value of staff members as "resources" for the organization. In this way, the method can be used to generate financial statements showing the comparative value of the organization's human resources relative to the organization's financial investment in them. The accounting approach gives rise to ***two important techniques*** *that attribute economic value to the individuals working for organizations:*

- Discounting/capitalizing the human resources' future income,
- Calculating the cost of acquiring and training staff.

In the first technique, an employee's value is determined by the estimated value of the employee's services (present and future), primarily calculated on certain key indicators, such as the organization's future revenue or the employee's effective salary. Central to this technique is calculation of the organization's profits that are linked to the employee's services and other contributions. The particular feature of this approach is based on the organization's revenue. In this approach, the "value" of human resources is deducted from their current and projected results. There appear to be two feasible ways of calculating this:

(a) The organization's revenues are estimated and future revenue is then discounted/capitalized using standard financial methods:

C.V. = F.V. / (1+i)" where:

C.V. = current value;

F.V. = future value;

i = discount/capitalization rate and

" = unit of time (months, person-years).

Once the revenue has been discounted/capitalized, the most difficult part of the exercise consists in assigning a percentage of the total obtained to each human resource. However, once this is done, an assessment can be made of the value of each human resource.

(b) An assessment is made using salary as the key indicator. In this sense, a human resource's salary is a good indication of the employee's value. The aim of this approach is to discount/capitalize the human resource's income according to the current value formula described above.

In the second technique, an employee's value is determined by the costs the organization incurs in acquiring the employee's services. The focus here is on the organization's investment and assessment of this investment. This means of measuring human resource value is thus based on expenditures, specifically those relating to employee hiring and training.

In a general sense, the proponents of this method have addressed the difficulty of quantifying assessment. They have drawn up an impressive array of measurement tools and outlined concrete aspects for consideration. Also, in addition to the assessment frameworks explained above, Hermanson (1964) has proposed the relative level of company profits as a measurement yardstick. Heckimian and Curtis (1967) proposed the idea of "renunciation costs" and Flamholtz (1972) developed this proposition, which has since generated much discussion in print. On the other hand, despite the commendable nature of these efforts, they were not without their critics. One of the main criticisms attacked the method used on the grounds that the authors who created it had acted unsystematically and were more concerned with formulating assessment methods than explaining the underlying concepts for their models.

2. Utility Analysis

The aim of utility analysis is to translate into monetary terms the advantages and disadvantages of human resource management practices. Most supporters of this method use mathematical concepts as the basis for their arguments and methodologies. At the outset, utility analysis focussed on human resource selection and also used accounting and financial techniques to produce "cost/benefit" analyses. In this technique, projected profits are calculated by assigning a monetary value to the predicted results that are linked to human resource activities. Here is a brief summary that explains how this approach has been used in selection, the area of human resource management where it first played a substantive role.

The Concept of Utility in Human Resource Selection

Every organization attempts, in its human resource selection process,

to make the best decisions, limit mistakes to a minimum (in terms of both accepting and rejecting candidates) and keep costs as low as possible. The concept of utility cannot therefore be dissociated from the understanding that both good and bad decisions can occur. As part of the process of reconciling the twin objectives of making good decisions and keeping bad decisions to a minimum, a first step is to assess the relative difficulty inherent in the position concerned (i.e., the proportion of candidates who would perform well even if chosen at random). The next step is for the evaluator in the selection process to determine how valid the "predictor" (i.e., the forecast and selection tool) has been. The degree of validity corresponds to the number of good decisions as a ratio of the total number of decisions, expressed as a correlation coefficient. Consequently, an increase in this ratio would directly reflect an increased number of good decisions based on the predictor. This assessment approach is founded on the premise that the degree of validity of the predictors used is at least somewhat higher than the position's degree of difficulty. In this way, the utility of this selection method can only be reinforced and legitimized.

On the other hand, the selection ratio (number of positions to be filled divided by the total number of candidates, multiplied by 100) also affects the final utility assessment. As this ratio drops, the selection process is considered to be improving. Lastly, the idea of cost in the concept of utility must also be considered as part of the basis for final decisions. This means that there has to be a cost/benefit analysis of the decisions made in the selection process. In this regard, it becomes crucial to compare the benefits deriving from effective selection decisions with the costs generated. It is this relationship that forms the basis of a utility equation that includes both costs and benefits.

3. Statistical Indicators

This inherently quantitative approach uses purely statistical methods to assess results. Glueck (1978) points to it as one of the most appreciated and widely used methods. Its popularity with practitioners is mainly explained by its concrete, precise nature. Furthermore, it also has the advantage of being easily distinguished (even conceptually) from the other approaches. Its purely quantitative character endows it with a specific identity among the various assessment methods.

In order to classify these indicators we have used the categories established by Bélanger et al. (1988, ch. 17) which enjoy the relative advantage of accurately reflecting the major groups of indicators mentioned in the literature. With respect to the large number of different human resource areas these indicators can refer to (some 600, according to Seybold, 1964), this discussion is confined to a brief summary based **on two categories of quantitative criteria**:

- **Indicators related to human resource productivity** as reflected in performance of the employee over a given period of time. Often defined in the literature in terms of an input/output ratio, these indicators are linked to key human resource management phenomena, such as the turnover rate (frequency and seriousness), the rate of absenteeism, the number of grievances, the number of work accidents and overtime (Dolan et al., 2001).
- Indicators on qualitative aspects of the organization's products and services that the human resource manager can use for human resource management-related purposes. These indicators include rates covering rejections, returns, quality and downgrades. The essential advantages of statistical indicators lie in their practicality and general ease of use, storage and application. Generally speaking, statistical indicators are a very useful means of measuring human resource effectiveness. The major shortcoming of this quantitative approach lies in how the results are interpreted. For instance, Tsui (1984:184) writes:

> *Measures such as turnover, absenteeism, job satisfaction, and health are quantifiable and potentially meaningful. However, it is difficult to trace the antecedents of these outcomes.*

This quotation succinctly points out the inherent limitations of statistical indicators—they must always be considered in perspective so as to be able to accurately assess their true meaning, the degree of their positive or negative effects, and the real causes of the phenomena being measured. Another drawback that is not so obvious is the overall proliferation of statistical indicators. The growth in lists of statistical indicators has reached a point where it is certain that evaluators will be faced with the challenge of having to choose tools that are capable of interpreting results correctly.

4. The Budget Method

This approach more closely resembles a financial technique aimed at checking expenses and costs rather than a genuine assessment approach. The budget

method assesses human resource activities on the basis of the percentage or relative value of these activities in the organization's overall budget, as well as in terms of the monetary costs of each activity for each employee. The main advantage of this technique is to allow a close control of budgetary expenses, but it also has the major drawback of not fairly reflecting the effectiveness of the Human Resource Department concerned. Several factors, such as each organization's particular size, budget policy and sector of activity, can play a role in seriously skewing the assessment results based on this approach.

5. The Multiple-Constituency Approach (or Client Approach)

As a combination of both quantitative and qualitative features, the multiple-constituency approach measures the effectiveness of an organization's human resource services by the level of satisfaction of its own clients (Tsui and Gomez-Mejia, 1987). This approach, which derives from an original approach to effectiveness based on the idea that an organization can be judged by the various stakeholders with which it has common interests or work relations, has attracted the interest of several authors (Belout and Dolan, 1996).

Indeed, at a time when total quality has become a key objective for organizations, this conception of Human Resource departments as internal service providers stands out as an innovative way of assessing human resource management effectiveness. This client-based approach derives its conceptual footings from an organization's express willingness to serve its clients and recognize that they are entitled to analyze and formally judge what they receive from their suppliers and providers.

In this perspective, clients are defined as the internal or external constituents who have some "stake"

Advantages and Drawbacks of the Multiple-Constituency Approach According to Ulrich (1989:304)

Dimension / Domain	Human Resource Department Roles
Concept	• The roles are dependent on the client's perceptions on the views of the users of the function.
Assumption	• Human resources is a service function designed to provide service to its clients; responding to client' needs determines effectiveness.
Processes	• Identifies key stakeholders; • Formulates questions relative to assessment; • Collects/analyzes data; • Provides feedback to all interested parties.
Strengths	• Involves people from diverse groups; • Creates joint responsibility for human resources; • Emphasizes the service nature of the human resource function.
Weaknesses	• Not linked to performance outcomes; • Not linked directly to human resource costs; • Requires high commitment in terms of time and resources; • Focuses on doing things right vs. doing the right things.

in the Human Resource Department or who have a working relationship with it. Senior executives, middle managers, employees, the board of directors, etc. can all be considered internal clients, while the group of external constituents includes stakeholders like government, unions, pressure groups and law offices as potential clients. An organization's effectiveness can then be measured in direct proportion to its ability to satisfy these various actors. Human Resource departments should therefore seek to meet their clients' various needs by suitable human resource management strategies (Belout and Dolan, 1993). Although it is difficult to estimate how valid and accurate this innovative approach is, some authors have nevertheless tried to identify its advantages and drawbacks on the basis of the empirical research studied. The following table summarizes what Ulrich (1989) has concluded on this question.

Broadly speaking, the generally recognized strengths of this client-based approach are its flexibility, high level of acceptance by managers, relatively low opinion-survey costs, role in clarifying the Human Resource Department's responsibilities, and ability to adapt to several different contexts. On the other hand, very little experimental work has been conducted on this method. Some criticism has been voiced, mainly on the grounds of the practical difficulties inherent in incompatible client expectations, the overly subjective nature of client opinions, and the challenge of identifying the most important clients. Some researchers even go so far as to conclude that this approach treats organizational effectiveness as a sociopolitical process, hence making it a highly complex task to put such an approach into practice.

Conclusion

In this paper, we have tried to explain the main methods of assessing human resource management to encourage the development of a more coherent and integrated body of knowledge in this field. At the same time, we have attempted to share with practitioners who are looking for a rigorous approach to human resource management assessment some basic information on the main advantages and drawbacks of the methods currently available. Our aim has also been to use our evaluations to frame certain lines of thinking that would help managers choose an approach that would meet the needs of their respective organiza- tions. It is imperative to realize that all these assessment approaches have their particular strengths and weaknesses. Since these approaches are not mutually exclusive, several experts now recommend combining quantitative and qualitative approaches as the best way to conduct an assessment.

In view of the urgent need to integrate quantitative and qualitative approaches, the aim of future research should be to shed more light on this issue by highlighting the connections between assessment methods and the aspects being analyzed. The focus of the analysis is the aspect being assessed (the "assessed entity"). Current theory recognizes three aspects for analysis—the human resource management function, Human Resource departments and human resource management practices. Depending on the aspect being assessed, evaluators should identify the most appropriate assessment criteria from the various approaches described and then decide on a weighted combination of quantitative and qualitative methods according to their particular needs. Such a process will undoubtedly require a comprehensive synthesis of assessment methods and the aspects to be analyzed, as well as further empirical research on how to measure the effectiveness of human resource management.

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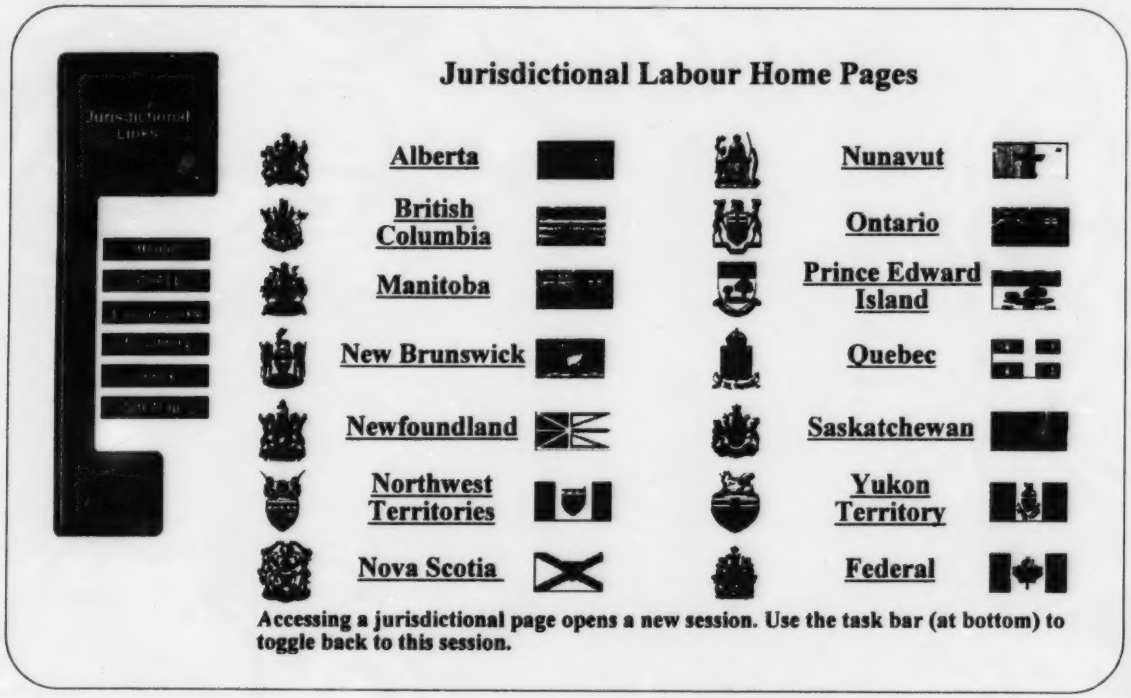


PATTERNS OF INNOVATION IN UNIONS IN CANADA: PRELIMINARY HIGHLIGHTS FROM THE 2000-2001 HUMAN RESOURCES DEVELOPMENT CANADA SURVEY OF INNOVATION AND CHANGE IN LABOUR ORGANIZATIONS

Pradeep Kumar
School of Industrial Relations
Queen's University
and
Gregor Murray
Department of Industrial Relations
Laval University

Over the winter and spring of 2000-2001, on behalf of the Workplace Information Directorate of Human Resources Development Canada and in cooperation with a broad range of union organizations, we conducted a survey of innovation and change in labour organizations in Canada. The targeted population was the 205 national and international unions of 500 or more members in Canada, excluding independent locals, which accounted for a little more than 3.8 million union members. Due to the great union interest and cooperation in this survey, the response rate was very high: 120 national unions (58.5 per cent of the sample) covering a little less than three million members (76.5 per cent of members in the targeted population).

The typical respondent was a senior official or staff person in a provincial or national union, such as a teachers or nurses union at provincial level or a construction or multi-industry union at national level, reporting on trends in their own organizational practices and the bargaining environment and priorities in their major sector. In forthcoming issues of the Workplace Gazette, we will profile some of the major bargaining and environmental trends emerging out of this survey. In this issue, we give a glimpse of the spread of different innovative practices and technologies.

A key question concerns the degree to which unions in Canada have experienced a high or very high degree of change in different areas of endeavour during the three years preceding the survey (see Chart A). Asked about a broad range of issues affecting their organizations, the answers of the union respondents tended to group into three areas of change: membership engagement, political action and organizing and/or workplace initiatives. In other words, unions that reported change in one of these areas were more likely to report changes on more than one of the indicators of this type of change.

Unions in Canada are certainly experiencing considerable change in relations with their members. On the basis of multivariate analysis, unions that are more likely to be reporting a favourable environment and increased resources in terms of full-time staff are experiencing the greatest change in the different areas of change entailing **membership engagement**. In other words, change in the area of membership relations is not being driven by adversity but rather by a more favourable environment and increased resources.

There is somewhat less change reported in the area of **political action**. The unions most likely to be reporting such change are in the private sector and those that are characterized by a social union orientation, i.e., unions that engage in coalition-building with community groups and are involved in the community, undertake political action to change public policy and place a high priority on the promotion of membership understanding of union policy and practice.

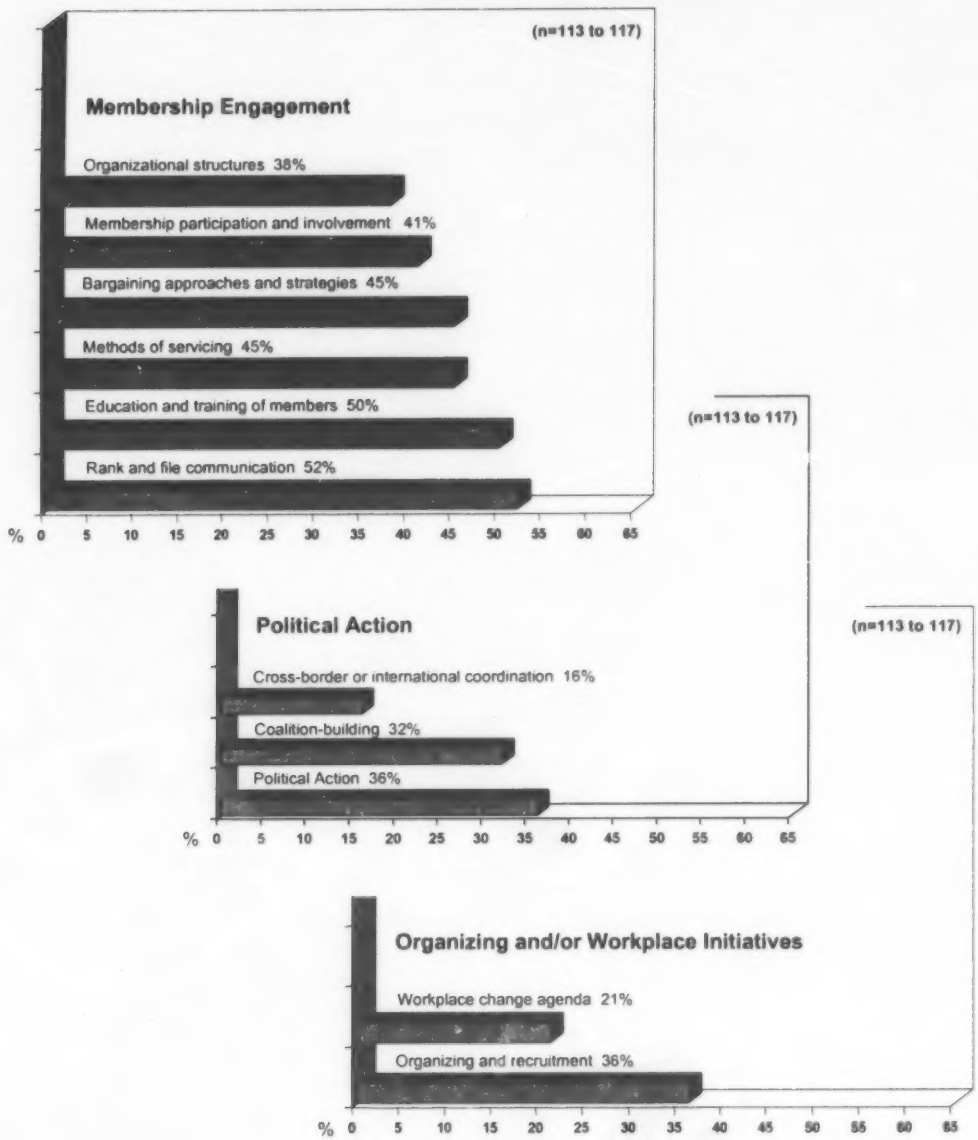
Finally, unions that are making changes in the area of **organizing and workplace change** are more likely to be positively engaged with employers (dialogue on workplace modernization and investment, worker investment funds and engaged in bipartite and tripartite committees outside the workplace) and/or to be characterized by a social union orientation.

Given the increasing importance of **new information and communications technologies**, another key question concerned the degree to which unions in Canada are engaged in the use of various new technologies and techniques and the types of union organizations that are more likely to be doing so.

Unions in Canada are increasingly likely to use new technologies and a variety of techniques to communicate with their members (see Chart B). This

Chart A

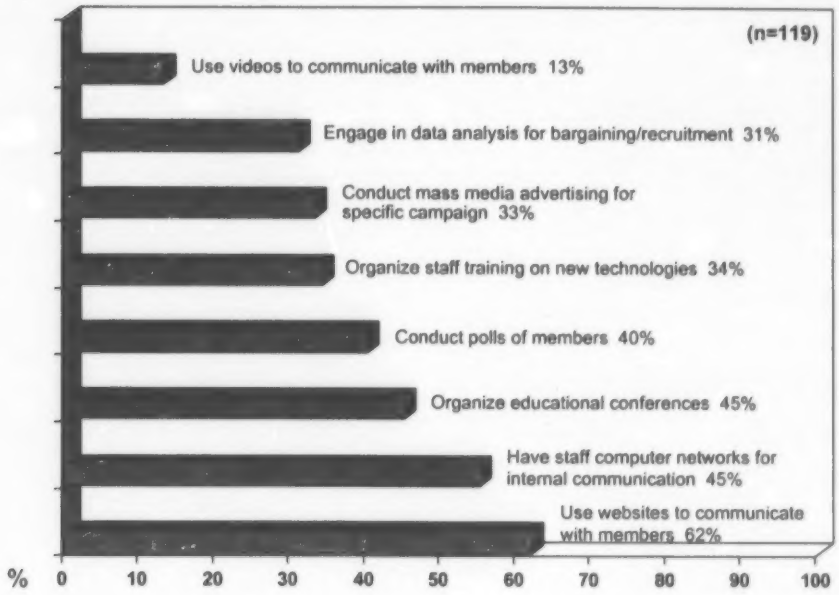
Extent of Change in Different Areas of Union Activity (Percentage of Unions Reporting a High or Very High Degree of Change during the Preceding Three Years)


(n=113 to 117)
Membership Engagement
Organizational structures 38%
Membership participation and involvement 41%
Bargaining approaches and strategies 45%
Methods of servicing 45%
Education and training of members 50%
Rank and file communication 52%
% 0 5 10 15 20 25 30 35 40 45 50 55 60 65
(n=113 to 117)
Political Action
Cross-border or international coordination 16%
Coalition-building 32%
Political Action 36%
% 0 5 10 15 20 25 30 35 40 45 50 55 60 65
(n=113 to 117)
Organizing and/or Workplace Initiatives
Workplace change agenda 21%
Organizing and recruitment 36%
% 0 5 10 15 20 25 30 35 40 45 50 55 60 65

is particularly in evidence with the use of Web sites and staff communications networks. Indeed, less than 10 per cent of unions report that they do not use a Web site to communicate with members and/or a computer network to ensure communications between officers, staff and activists. Which unions are more likely to be using these new technologies and techniques? On the basis of multivariate analysis, we can report that unions with more members, unions in the public sector, unions reporting the increased availability of resources over the preceding three years, unions that promote a social union orientation and unions that are characterized by decentralized servicing are more likely to be innovating in the areas of new technology and other techniques of communication.

Chart B

New Technologies and Techniques
(Percentage of Unions Reporting Systematic or Very Frequent Use)



TRINATIONAL CONFERENCE ON VIOLENCE AS A WORKPLACE RISK, MONTRÉAL, QUEBEC, NOVEMBER 29-30, 2001

Kim Oliver
Strategic Policy and Partnerships
Labour Program, Human Resources Development Canada

Violence, be it psychological or physical, can transform workplaces into hostile and hazardous settings. In North America, there is a growing realization that violence affects all business sectors and many occupations.

How can we identify the potential for violence?

What are the risk factors?

Meanwhile, as we search for answers to these broader questions, the costs and consequences of workplace violence demand that we also respond to a number of immediate, practical concerns.

How can we effectively deal with workplace violence?

What can be done to assist victims?

And perhaps most importantly, can workplace violence be prevented?

On November 29 and 30, 2001, experts from Canada, Mexico and the United States will gather at the Fairmont Queen Elizabeth Hotel in Montréal to examine the issue of workplace violence. The forum for these important discussions will be the Conference on Violence as a Workplace Risk—a two-day trinational event organized under the Cooperative Work Program of the North American Agreement on Labour Cooperation. Hosted jointly by the Labour Program of Human Resources Development Canada and the Ministère du Travail du Québec, and organized in collaboration with the United States Department of Labor, and the Mexican Department of Labour and Social Security, this conference will aim to provide participants with practical solutions to the issue of workplace violence by sharing valuable information and highlighting best practices and successful methods of prevention.

The Conference Program, developed under the guidance of a tripartite, trinational steering committee, provides extensive opportunity for audience participation. Through case studies and panel sessions, as well as through discussions with a cross-section of interested parties representing labour, business, government and academia, participants will explore the following:

- the nature and extent of the issue in each of the North American countries;
- the costs and consequences of workplace violence on individuals, companies and societies;
- the risk factors leading to incidents of psychological and physical violence in the workplace;
- why certain occupations are at higher risk of experiencing violence;
- how workers' compensation and insurance systems in various jurisdictions treat the issue of physical and psychological harm resulting from workplace violence;

- the various forms of assistance that are available to victims, witnesses and perpetrators of violence;
- successful policies and solutions adopted in various organizations and jurisdictions to both deal with and prevent workplace violence; and
- the agenda for further research and prevention.

For additional information concerning the Conference, please contact :

Sahadia Etienne at (819) 953-0244 or
Sahadia.Etienne@hrdc-drhc.gc.ca
before October 12, 2001.

XII Conférence interaméricaine des ministres du Travail
XII Inter-American Conference of Ministers of Labour
XII Conferencia Interamericana de Ministros de Trabajo
XII Conferência Interamericana de Ministros do Trabalho

THE XII INTER-AMERICAN CONFERENCE OF MINISTERS OF LABOUR

Jennifer Jenkins
Communications, Labour Program
Human Resources Development Canada

Since 1963, Labour ministers of the Americas have met approximately every three to four years at the Inter-American Conference of Ministers of Labour. Held under the umbrella of the Organization of American States, the Conference provides a forum to promote discussion and cooperation on important labour issues. Canada will host the XII Inter-American Conference of Ministers from October 17-19, 2001. Labour ministers from 34 democratically elected states will meet in Ottawa and over 350 participants from Organization of American States countries are expected to attend. Ministers will be joined by officials from international organizations, representatives from labour unions and business organizations, and observers from many other nations and non-governmental organizations.

Canada and the Americas

Since formally joining the Organization in 1990, Canada has pursed a more extensive relationship with the countries of the Americas and has been increasingly active on a wide variety of issues facing the region. While increasing trade across our borders is an important contributor to economic growth, Canada recognizes that economic opportunities must be accompanied by common values such as respect for basic workers' rights. This Conference will allow Canada the opportunity to promote core labour standards across the Hemisphere.

Major Issues for the XII Inter-American Conference of Ministers of Labour

The Conference will build upon discussions of labour-related issues held by leaders and heads of state at the Summit of the Americas in April 2001. At the Summit, leaders renewed their commitment to hemispheric integration and national collective responsibility for improving the economic well-being and security of their citizens. Part of this commitment to social and economic progress includes discussion of the labour dimension of further economic integration and the promotion of basic workers' rights, or core labour standards, as defined by the International Labour Organization. In addition, the Ministers will continue their discussions of the labour and social dimensions of globalization and the modernization of labour ministries.

The International Labour Organization

The International Labour Organization is dedicated to promoting the rights and well-being of workers. It works to support core labour standards as embodied in the Declaration of Fundamental Principles and Rights at Work. As Conference host, Canada will use this opportunity to promote even greater co-operation among Organization of American States, the International Labour Organization and other key international institutions.

Preparing for the XII Inter-American Conference of Ministers of Labour

Canada's Minister of Labour, the Honourable Claudette Bradshaw, is preparing for the upcoming Conference by consulting with her counterparts across the Americas, with national and international labour bodies, employers, social groups, and other labour stakeholders on the development of the Conference agenda. Member countries, together with representatives of employer and national labour organizations, and key international agencies, met in Miami in July 2001 to discuss the conference agenda, draft declaration and plan of action.

Canada's Role in Labour Co-operation

Canada is committed to the promotion of core labour standards, better working conditions, and improved living standards across the Americas. Canada is working to achieve these goals through its participation in the International Labour Organization and through multilateral and bilateral labour cooperation agreements. The United States, Mexico, Chile and Costa Rica are countries with whom Canada has signed free trade agreements.

Tasks and Challenges

Globalization has demonstrated that labour issues cannot be isolated by national boundaries. On the contrary, these are shared challenges that can only be addressed in an international context. The countries of the Americas share many common values, as illustrated by previous conference declarations. Globalization can be directed to improve the lives of all our citizens, but this will only happen when the forces of economics and social progress work together in harmony. This is not an automatic occurrence: processes such as the Inter-American Conference of Ministers of Labour are necessary to make it happen.

Next Steps

Canada's Labour Minister will become the Conference Chair until the XIII Inter-American Conference of Ministers of Labour in 2004. As Chair, the Minister will be responsible for convening the meetings and discussions designed to move the implementation of the Conference Plan of Action forward.

BE SAFE IN YOUR WORKPLACE: PRACTICE FIRE PREVENTION STRATEGIES

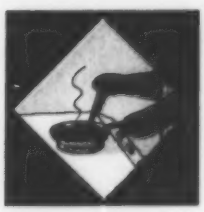
Marcia Blaschke
Labour Communications, Labour Program,
Human Resources Development Canada

FIRE PREVENTION CANADA
Working with the public and private sectors to achieve fire safety through education

PRÉVENTION DES INCENDIES DU CANADA
Travailler avec les secteurs privé et public afin de promouvoir la sécurité-incendie par l'éducation

Fire Prevention Week, October 7-13, 2001

Each year, accidental fires in the workplace cause injury, death and loss of livelihood to thousands of Canadians. As well, workplace fires cost businesses millions of dollars in property losses, costs that are often not recoverable. In fact, 45 per cent of businesses never reopen following a fire. Such losses are avoidable by applying basic fire prevention controls and emergency preparation measures. Most accidental fires in the workplace are a result of the negligence of employers, employees or both. The truth is, accidents happen, but in the case of fire, those accidents could be prevented with the development and implementation of a sound fire prevention program.



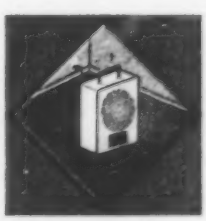
1st base

Kitchen Safety

Every year, the Labour Program of Human Resources Development Canada works with Fire Prevention Canada during Fire Prevention Week to raise fire safety awareness to decrease the number of deaths, injuries and property losses due to fire. Since 1923, Canada has joined with the United States in commemorating the Great Chicago Fire of October 9, 1871, that took the lives of 300 people and destroyed 18,000 buildings.

Fire Prevention Week runs from October 7 to 13, 2001. This year's theme is "***Cover the Bases & Strike Out Fire***" which combines a favourite summertime activity with important safety tips. The campaign cleverly communicates fire safety messages through the language of baseball. It is a week dedicated to promoting fire prevention initiatives as the answer to saving lives and property.

As in baseball, fire prevention in the workplace means having a strategy where everyone on the team works together to reach a common objective. This year's promotion uses a baseball diamond as a reminder of the bases to cover in order to prevent fires in the workplace. Each base represents one of the three leading causes of fires: cooking, heating and electrical equipment. Home plate serves as a reminder to test fire alarm systems and to develop and test a fire evacuation plan. The object of the game in baseball is to win and the same can be said about fire prevention. To win at fire prevention means everyone must remain vigilant and responsive to the dangers of fire in order to save lives, property, and the livelihood of business owners and employees.



2nd base

Heating Safety

The Labour Program encourages compliance with national and international fire prevention and fire protection standards. It is concerned with people and properties under the umbrella of the federal government. However, protecting all Canadians from the consequences of fire is a responsibility shared by all levels of government and by all Canadians.

3rd base

Electrical Safety

Fire Prevention Week is an example of a successful partnership between different groups with a common interest and purpose. Whether at home, work or in the field, **everyone wins when the whole team works together to *Cover the Bases & Strike Out Fire.***

During Fire Prevention Week, the Minister of Labour and the Labour Program remember and share the grief of those in the fire service and their families who were directly touched by the tragic events in the United States on September 11, 2001.

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin and Charles Philippe Rochon
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

British Columbia: *Miscellaneous Statutes Amendment Act, 2001*; Bill 11 Assented to August 16, 2001

Among other legislative changes, this omnibus bill presented by the new Government of British Columbia repealed the *Human Rights Amendment Act, 2001* (Bill 17), which amended pay equity provisions and was set to come into force on June 1, 2002. (For more information about Bill 17, see the Summer 2001 issue of the *Workplace Gazette*.)

Newfoundland: *Royal Newfoundland Constabulary Arbitration Regulations* under the *Royal Newfoundland Constabulary Act, 1992*; Newfoundland Regulations 42/01 Gazetted June 22, 2001

Effective June 18, 2001, these Regulations provide that where the government negotiator or the bargaining committee representing police officers notifies the other party under the *Royal Newfoundland Constabulary Act, 1992* that matters in dispute between them are to be referred to arbitration, the method of arbitration must be final offer selection for wages, if they are in dispute, and conventional arbitration for all other matters. The arbitrator or board of arbitrators must take into account specific factors in making an award, such as the ability of the employer to pay in light of its fiscal situation, and must specify the period for which the decision is to remain in effect (minimum one year).

Ontario: *Ambulance Services Collective Bargaining Act, 2001*; Bill 58 Assented to June 29, 2001

On January 1, 2001, the government of Ontario transferred the responsibility for operating land ambulances to municipalities. As a result, the majority of ambulance workers now fall under the *Labour Relations Act, 1995*, which does not provide for essential services. If the *Labour Relations Act, 1995* applies to them with respect to their collective bargaining, the *Ambulance Services Collective Bargaining Act, 2001*, applies to employers of ambulance workers and their organizations, employees in a bargaining unit that includes those ambulance workers, and trade unions and councils of trade unions acting as bargaining agents for employees in such a bargaining unit. It does not apply to hospital-based ambulance services and their employees, which continue to be covered by the *Hospital Labour Disputes Arbitration Act*; and it does not apply to dispatchers who work for the province or air ambulance paramedics, who continue to be covered by the *Crown Employees Collective Bargaining Act, 1993*.

The parties covered by the new legislation must negotiate an essential ambulance services agreement. Conciliation services are available at the request of either party. The agreement must set out the number of ambulance workers who are required to provide essential ambulance services during a strike or lockout and specify other related information, The *Act* also provides that an employer may increase for a temporary period the number of ambulance workers who are required to work if unanticipated emergencies arise during a strike or lockout and the number of ambulance workers required to work under the agreement is insufficient.

Either party may apply to the Ontario Labour Relations Board for a determination of any matters that have not been resolved. A party may also apply to the Board to amend or enforce an essential ambulance services agreement.

An essential ambulance services agreement must be in effect before any strike or lockout of ambulance workers may be declared. However, this does not affect the right of employees in the bargaining unit who are not ambulance workers to strike or of the employer to lock them out if such a strike or lockout would be legal under the *Labour Relations Act, 1995*.

Either party may apply to the Board for a declaration that an essential ambulance services agreement deprives employees of a meaningful right to strike or the employer of a meaningful right to lock employees out. The Board may only issue a declaration if less than 75 per cent of the employees in the bargaining unit (or such other percentage as may be prescribed by regulation) may strike or be locked out despite the essential ambulance services agreement. In making a decision, the Board may order various remedies, including amending the agreement or directing the parties to confer with a mediator. The Board may also divide the bargaining unit into two units, one consisting of ambulance workers and one containing the other employees, and refer the ambulance workers' dispute to final and binding interest arbitration.

If the Board orders arbitration with respect to a bargaining unit of ambulance workers, any strike or lockout of employees in the unit is prohibited, and the terms and conditions of employment that were applicable to them prior to the date on which a strike or lockout became lawful are restored until a collective agreement is in force, unless the parties agree otherwise. If the parties are unable to agree on an arbitrator, at the request of either party, the Minister of Labour will appoint one and select the method of arbitration, which may include mediation-arbitration or mediation-final offer selection. The arbitrator must consider specified criteria in making an award, including the employer's ability to pay, in light of its fiscal situation.

The *Act* incorporates the offence provisions and certain remedial provisions of the *Labour Relations Act, 1995,* to deal with matters such as unlawful strikes or lockouts.

The *Act* came into force on June 29, 2001.

Ontario: *Stability and Excellence in Education Act, 2001*; Bill 80 Assented to June 29, 2001

This Act brings, among other things, amendments to the *Education Act* having a bearing on collective bargaining between school boards and their employees.

An amendment has extended the role of the Education Relations Commission to giving advice to the government when the successful completion of courses of study by pupils is in jeopardy as a result of a strike by or lockout of any school board employees. The Commission could previously provide such advice in disputes between school boards and teachers' unions, but not in disputes between school boards and unions representing support staff.

Another amendment has introduced new provisions dealing with the terms of collective agreements. Under these provisions, the first collective agreement between a school board and a designated bargaining agent for a teachers' bargaining unit that is entered into after July 1, 2001 must provide that it expires on August 31, 2004. This applies even if the collective agreement would have a term of less than one year as a result. Every subsequent collective agreement between the parties must provide for a term of operation of three years, beginning September 1st of the year in which the previous collective agreement expired.

These amendments came into force on July 1, 2001.

Ontario: *Employment Standards Act, 2000* – *Amendments, Proclamations and Regulations*

Following its adoption on December 21, 2000, the Government of Ontario brought a number of amendments to the *Employment Standards Act, 2000,* (ESA 2000). These amendments, contained in the *Government Efficiency Act, 2001* (Bill 57, Assented to June 29, 2001), clarified and corrected a number of provisions.

The government set September 4, 2001, as the date on which all sections of the ESA 2000 and amendments contained in the *Government Efficiency Act, 2001,* it would come into effect. Only those provisions extending the maximum duration of parental leave and repealing the *Employment Agencies Act* were already in effect before that date.

As part of its reform of employment standards legislation in the province, the Government of Ontario has also adopted seven regulations under the ESA 2000. On September 4, 2001, these repealed and replaced regulations made under the previous *Employment Standards Act.*

Following is a brief overview of the new regulations under the ESA 2000:

- The *Exemptions, Special Rules and Establishment of Minimum Wage Regulation* (Ontario Regulation 285/01) contains provisions found in the previous *General Regulation*; *Domestics, Nannies and Sitters Regulation*; *Fruit, Vegetable, and Tobacco Harvesters Regulation*;

and *Residential Care Workers Regulation*. Changes include new definitions and a revised list of exemptions from specific provisions of the Act (e.g., information technology professionals are no longer covered by minimum standards regarding hours of work, rest and eating periods, and overtime pay; domestic workers are now treated like other employees with respect to hours of work and rest periods). With some exceptions, employees in retail business establishments no longer have the right to refuse to work on a Sunday if they had agreed to do so when hired. In addition, the Director of Employment Standards has the authority to approve agreements between employers and employees: 1) designed to average hours over a period of more than four weeks, for the purpose of determining entitlement to overtime pay; or 2) allowing an employee to work for a specified number of hours over the 60 hours/week limit set in the *Act*.

- The *Benefit Plans Regulation* (Ontario Regulation 286/01) revoked and replaced the previous Regulation of the same name.

- The *Building Services Providers Regulation* (Ontario Regulation 287/01) revoked and replaced the *Successor Employers Regulation*.

- The *Termination and Severance of Employment Regulation* (Ontario Regulation 288/01) revoked and replaced the *Termination of Employment Regulation*.

- The new *Enforcement Regulation* (Ontario Regulation 289/01) prescribes penalties for contraventions of the *Act*.

- The new *Posting of Information Concerning Rights and Obligations Regulation* (Ontario Regulation 290/01) prescribes the material that employers must post in every workplace under the *Act*.

- The *Terms and Conditions of Employment in Defined Industries Regulation* (Ontario Regulation 291/01) revoked and replaced two Schedules (Ontario Regulations 282/99 and 283/99) made under the *Industrial Standards Act*. It sets minimum employment standards generally similar to those in the Schedules for employees in the women's coat and suit industry and in the women's dress and sportswear industry.

Moreover, two regulations (Ontario Regulations 292/01 and 293/01) revoked various regulations made under the previous *Employment Standards Act*.

Finally, regulations made under the *Employment Agencies Act* and under the *Industrial Standards Act* were revoked by three other regulations (Ontario Regulations 294/01, 295/01 and 296/01).

(More details about the *Employment Standards Act, 2000,* were published in the Spring 2001, issue of the *Workplace Gazette*. A description of the *Government Efficiency Act, 2001,* and of the most salient aspects of the new regulations under the ESA 2000 is available under "Developments in Labour Legislation in Canada" on the Labour Program's Web site).

Changes to Parental Leave Provisions in Provincial and Territorial Labour/Employment Standards Legislation

Following the example of other provinces and territories (as mentioned in the Spring 2001 and Summer 2001 issues of the *Workplace Gazette*), Nunavut and Saskatchewan modified their labour standards legislation to increase the maximum duration of parental leave for eligible employees in their respective jurisdictions. This means that all female employees in Canada who meet eligibility requirements can now benefit from at least one year of job-protected leave in combined maternity and parental leave.

In Nunavut, the *Act to Amend the Labour Standards Act* (Bill 10) received Royal Assent on May 29, 2001, and came into force on June 3. Virtually identical to the Northwest Territories' Bill 21 (see Summer 2001 issue of the *Workplace Gazette*), this Act increased the maximum period of parental leave pertaining to the birth or adoption of a child from 12 to 37 consecutive weeks. It also repealed provisions that previously allowed, in some circumstances, a five-week leave extension for the parents of children suffering from a physical, psychological or emotional condition. The maximum period of combined pregnancy and parental leave has been set at 52 weeks.

The *Act* also included measures designed to allow employees who were on maternity or parental leave, whose leave had expired or who had already given their employer a written request for leave at the time the changes came into force, to take full advantage of the parental leave extension. This, however, only applied to the parents of children born or adopted after December 31, 2000.

The government of Saskatchewan passed Bill 30, *An Act to amend the Labour Standards Act* which came into force on June 14, 2001.

This Act increased the maximum period of parental leave from 12 weeks to 34 consecutive weeks, in the case of employees entitled to maternity or adoption leave, and to 37 consecutive weeks for other eligible parents. Parental leave can be taken during the period starting 12 weeks before the estimated date of birth or adoption of a child and ending 52 weeks after the actual date of birth or date on which the child came into the employee's care.

In addition, a new clause was added to specify that parental leave is available to parents of newborn as well as to parents of newly adopted children. This means that eligible adoptive parents who are the primary caregivers may take 34 weeks of parental leave in addition to 18 weeks of adoption leave, for a combined total of 52 weeks. The spouses of primary caregivers who meet eligibility requirements are also entitled to parental leave, for up to 37 weeks.

The *Labour Standards Act* was also amended to require an employee on maternity, parental or adoption leave to provide at least four weeks' notice before the date on which he/she intends to resume employment.

Bill 30 also included transitional provisions. The parents of children born or adopted on or after December 31, 2000, who are taking or whose spouse is taking maternity, adoption or parental leave, are eligible for the extended parental leave, provided they give notice to their employer.

Information on the maximum duration of maternity, parental and adoption leave in each Canadian jurisdiction is provided on the following page.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

http://labour-travail.hrdc-drhc.gc.ca

and click on "Canadian Labour Law Information".

MATERNITY, PARENTAL AND ADOPTION LEAVE IN CANADIAN EMPLOYMENT STANDARDS LEGISLATION

Charles Philippe Rochon
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

Eligibility Requirements

To qualify for maternity or parental leave, an employee must normally have completed a specific period of continuous employment. However, some provinces – British Columbia, New Brunswick and Quebec – do not require a specific length of service. Ontario requires 13 weeks of service; Newfoundland and Prince Edward Island require 20 continuous weeks; and Saskatchewan requires 20 weeks in the 52 weeks preceding the requested leave. The federal jurisdiction permits an employee to take the leave after six months of continuous service, and Manitoba after seven months. Alberta, Nova Scotia and the three territories require 12 months of service. In addition, in all jurisdictions, a medical certificate must be provided or may be requested by the employer, and an employee must notify the employer, usually two to four weeks in advance (six weeks in Alberta), of his/her intent to take maternity or parental leave.

Length of Maternity, Parental and Adoption Leave (unpaid) in Employment/ Labour Standards Legislation

Jurisdiction	Maternity Leave[1]	Parental Leave[1]	Adoption Leave[1]
		(in weeks)	
Federal	17[2]	37[2]	37
Alberta	15	37[4]	37[4]
British Columbia	17	37[3],[5]	37[5]
Manitoba	17	37[5]	37[5]
New Brunswick	17[2]	37[2]	37
Newfoundland	17	35[5]	52[5],[7]
Northwest Territories	17[2]	37[2],[5]	37[5]
Nova Scotia	17	52[3],[5]	52[5]
Nunavut	17	37[2],[5]	37[5]
Prince Edward Island	17	35	52
Ontario	17	37[3],[5]	37[5]
Quebec	18	52[5]	52[5]
Saskatchewan	18	37[5],[6]	52[7]
Yukon	17	37[4]	37[4]

Notes:

(1) A number of jurisdictions allow maternity and/or parental leave (for natural or adoptive parents) to be extended under certain circumstances, such as late births or health problems of the mother or child.

(2) In the federal jurisdiction, New Brunswick, Nunavut and the Northwest Territories, the maximum combined duration of maternity and parental leave may not exceed 52 weeks.

(3) In the case of an employee who has taken maternity leave, the maximum parental leave is 35 weeks.

(4) The Alberta legislation stipulates that there is no requirement to grant parental leave to more than one parent at a time if both parents of a child work for the same employer. In the Yukon, parents who share a parental leave cannot normally take their leave at the same time, whether or not they work for the same employer.

(5) A majority of jurisdictions, namely British Columbia, Manitoba, Newfoundland, Nova Scotia, Ontario, Quebec, Saskatchewan (with respect to parental leave), Nunavut and the Northwest Territories, permit both parents to take the full parental or adoption leave.

(6) In Saskatchewan, an employee who is entitled to maternity or adoption leave may not take more than 34 weeks of parental leave.

(7) In Newfoundland, an eligible employee is entitled to 17 weeks of adoption leave, to which can be added 35 weeks of parental leave. In Saskatchewan, an eligible employee is entitled to 18 weeks of adoption leave if he or she is the adoptive parent who will be the primary caregiver; to these 18 weeks may be added 34 weeks of parental leave. In both provinces, an eligible adoptive parent may therefore take up to 52 weeks of cumulative leave.

READERS' CORNER

Michèle Auger, Fred Longley and Edward Popoff
Library and Information Management Services
Human Resources Development Canada

HRDC Departmental Library

New Forms of Work Organization

Broad, Dave. **Hollow Work, Hollow Society? : Globalization and the Casual Labour Problem in Canada.** Halifax, N.S.: Fernwood, c2000.
HRDC HD5854.2 C3 B76

More and more people in Canada and other Western countries are working part-time, short-term and other casual jobs. Workers in casual employment generally fare poorly in terms of wages, benefits, job security and working conditions. Broad explains the contemporary casualization of work as integral to global economic restructuring promoted by business and government, and argues that the human impact of this short-term work trend will "hollow out work and society" as workers lose economic security and social status. He suggests alternatives to the trend of jobless economic growth.

Corwin, Vivien, Thomas B. Lawrence, and Peter J. Frost. **"Five Strategies of Successful Part-Time Work."** *Harvard Business Review* 79:7 (July/August 2001), pp. 21-27.
HRDC PER

About 10 per cent of American professionals now work part-time. The strategies presented in this article are: making work-life priorities and plans clear to the organization; showing how their arrangement will be nondisruptive; establishing routines to protect time at work and at home; cultivating champions in senior management; and reminding colleagues of one's importance to the organization.

Nonstandard Work: the Nature and Challenges of Changing Employment Arrangements. *Industrial Relations Research Association series*. Edited by Françoise Carré, et al. Champaign, Ill.: Industrial Relations Research Association, 2000.
HRDC HD5106 N66 2000

The contributors analyze the extent and nature of various nonstandard work arrangements in the United States; their advantages and disadvantages for employees and employers; the demographic, industrial and occupational distribution of such positions; and the question of whether standard employment itself is changing. Some contributors discuss how innovative labour market intermediaries and unions might expand opportunities for workers while helping firms raise their productivity.

Pillinger, Jane. **Working Time in Europe: a European Working Time Policy in The Public Services.** Report (European Trade Union Institute); 63. Brussels: European Trade Union Institute, 2000.
HRDC HD5164.5 P54

Dr. Pillinger prepared this report on public service working time arrangements for the European Federation of Public Service Unions. In an analysis of European collective agreements and government policy, she shows current trends and innovations in working time and develops these into a European public service union working time policy, emphasizing the importance placed by the unions on the redistribution of working time to create and preserve jobs.

Telecommuting and Virtual Offices: Issues and Opportunities. Edited by Nancy J. Johnson. Hershey, USA: Idea Group, c2001.
HRDC HD2336.3 T34

Practitioners and academics from Canada, the United States and Europe provide answers and guidance for problems associated with the introduction of telework, from the perspective of the employee, the employer and the community. Areas examined include the international virtual office, safety and health issues, managing the virtual team, and the effects of telework on the individual and the organization.

Vosko, Leah F. **Temporary Work: the Gendered Rise of a Precarious Employment Relationship.** Studies in comparative political economy and public policy. Toronto: University of Toronto Press, c2000.
HRDC HD5854.2 C3 V67

Traces the historical evolution of the temporary employment relationship in Canada in its international context, and explores how and to what extent temporary work is becoming the norm for several groups of workers, particularly women workers. Examines the challenge that the temporary employment relationship poses to the existing framework of workers' social protections, and considers prospects for organizing temporary help workers.

SPECIAL ISSUE

"Work Arrangements in the New Economy." *Monthly Labor Review 124:3 (March 2001), pp. 3-75.*
HRDC PER

- Hipple, Steven. "Contingent Work in the Late-1990s." pp. 3-27.

  The incidence of contingent work in the United States changed little between 1997 and 1999.

- DiNatale, Marisa. "Characteristics of and Preference for Alternative Work Arrangements, 1999." pp. 28-49.

  The proportion of workers who prefer alternative work arrangements has increased since the mid 1990s.

- Golden, Lonnie. "Flexible Work Schedules: What Are We Trading Off to Get Them?" pp. 50-67.

  Workers sometimes must be willing to sacrifice leisure time, compensation or a predictable workweek in return for flexible schedules.

- Gariety, Bonnie Sue and Sherrill Shaffer. "Wage Differentials Associated with Flextime." pp. 68-75.

  In an analysis of the United States Current Population Survey, significant wage differentials for men and women emerge for selected motivations, industries and occupations.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*

2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

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YESTERDAY AND TODAY

Performance-Based Pay

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Fifty Years Ago...

The November issue of the Labour Gazette (page 1520) reported on an International Labour Organization meeting of experts on Payment-by-Results or Performance-Based Pay, both at the individual and group level, but excludes profit sharing, stock participation, seniority allowances, length of service bonuses and proportional wages.

At that time, it was agreed that an increase in productivity led to an increase in the welfare of the workers and wage earners and that an effective application of performance-based systems would stimulate production and productivity. It was emphasized that such systems would only be effective where good industrial relations between employer and employee prevailed and where the interests of the workers were safeguarded.

The experts recommended that the introduction of performance-based schemes should be the subject of collective bargaining because frequently, such a scheme had been initiated by the employer merely as a means of lowering production costs and had resulted in disputes and hostility on the part of employees.

They also recommended that performance-based plans should be part of a program which had as its objectives the raising of production, the improvement of productivity and the lowering of costs with the purpose of making possible for the employees, increased earnings and a higher standard of living.

"*... such methods would yield full benefits only if all steps were taken before and during the introduction of the new scheme to make improvements to the production process, the equipment and to the production control methods in use...*" In general, less direct supervision was required to maintain reasonable levels of output than under payment by time and that "*attention could be directed more to the quality of the product and to the factors affecting the output...*" The worker was more encouraged to reduce lost time and to use equipment more effectively and efficiently. With improved organization and work measurement, it was estimated that performance-based payments would facilitate improved accuracy in estimating labour costs and thereby the use of standard costing and budgetary control methods.

The experts urged that the health and safety of the workers would be protected by setting the tasks at reasonable levels, by guaranteeing an adequate minimum wage and by enforcement of suitable safety regulations.

Two final recommendations were that a guarantee be given of minimum earnings for any period in which production was curtailed due to causes beyond the workers' control and that as many workers as possible in the establishment should be included in the scheme to avoid any ill feeling over differences in opportunities for increased earnings.

Today...

The debate on the positive outcomes of performance-based pay both at the individual and at the group level continues along the exact same lines. That an increase in productivity leads to an increase in the welfare of workers and wage earners is exemplified in gain-sharing plans, where cost reductions are shared among employees. That the introduction of such schemes be the subject of collective bargaining is still very much upheld by labour organizations when they are willing to entertain the plan. Safety and health issues are still a concern in organizations modifying the pace and also the standards of production and support for appropriate health and safety enforcement are taken into consideration.

While the number of organizations reporting performance-based pay has increased in the last 50 years, and more so in the last decade, it is still far from an organizational norm. Moreover, the introduction and sustainability of performance-based pay in unionized organizations is more the exception than the rule in both private and public sector organizations.

Whereas the objectives and conditions necessary for the introduction and maintenance of performance-based pay systems are reasonable tenets, the conditions necessary for their implementation are more difficult to create and to meet with organizational and business strategies. These circumstances make a more difficult sell to all stakeholders.

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Workplace Information Directorate
Human Resources Development Canada
Ottawa, Ontario
K1A 0J2

wid-imt@hrdc-drhc.gc.ca